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Ministry of
Community and
Social Services

Ontario

Vol. 13, No. 1, Winter 1990

dialogue



The changing face of volunteers

Also inside: • Introducing Charles Beer • International Literacy Year



Ministry of
Community and
Social Services

Charles Beer
Minister
Valerie A. Gibbons
Deputy Minister

dialogue

DIALOGUE is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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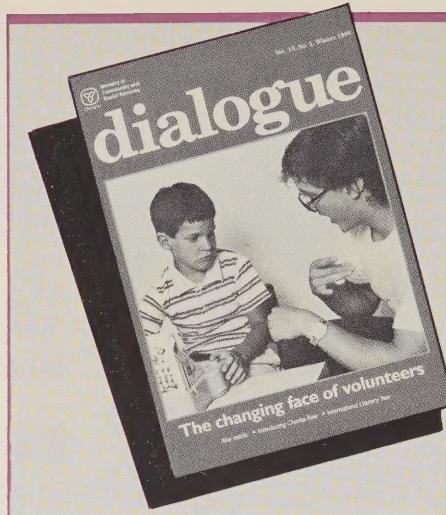
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COVER: Forget any preconceived ideas you may have about the "typical" volunteer. These days, volunteers come from a wide spectrum of backgrounds: busy executives, seniors, people with disabilities—and teenagers like "volun-teen" Jonathan Chapman, who comes to visit youngsters such as Giuseppe Barraco. Jonathan practises sign language with Giuseppe and other clients at the Total Communication Unit at CPRI in London. Read about the changing face of volunteerism beginning on page 5. Cover photo by Doug Sutherland of CPRI.

A new year, a new decade

A new year is a time of new beginnings—especially so in 1990, when we embark upon a new decade as well.

As we go into the 1990s, we will be preparing for change, much of it innovative, in order to meet the current and future needs of Ontario residents.

The long-term care plan for the elderly and people with disabilities will be the focus of much attention in our ministry in the coming year. We are re-thinking the way we support these individuals, and, through an interministerial task force, we are developing a system that emphasizes continued participation in community life through increased investment in community support services. You will be hearing more about this topic in the future.

Another major focus in the year ahead will be social assistance reform. Besides rate increases for recipients of General Welfare Assistance and Family Benefits, we are embarking on a number of initiatives to help recipients help themselves. One of these is the Supports To Employment Program, or STEP. It involves several changes to the existing system so that individuals are financially better off if they are employed, rather than penalized for their efforts.

The coming year will demand much from us in the ministry, but I know from past experience that you are



capable of meeting these challenges. The ministry's most valuable resource is its employees, and I am happy to once again work with so many talented and dedicated individuals.

I would like to express my best wishes for the coming year and the hope that it will be an enriching experience for you all.

Edie
Valerie A. Gibbons
Deputy Minister
Community and Social Services

More funding to combat homelessness

The search for solutions to homelessness received a boost with the approval of second-phase funding to the Access to Permanent Housing initiative in October.

A total of 47 projects submitted by 25 local Access to Permanent Housing Committees throughout the province got the green light. A total of \$2.8 million in funding was announced by Charles Beer, Minister of Community and Social Services and John Sweeney, Minister of Housing.

The projects provide assistance such as housing registries, mediation services for landlords and tenants, and other services aimed at helping people find and keep permanent housing. ●

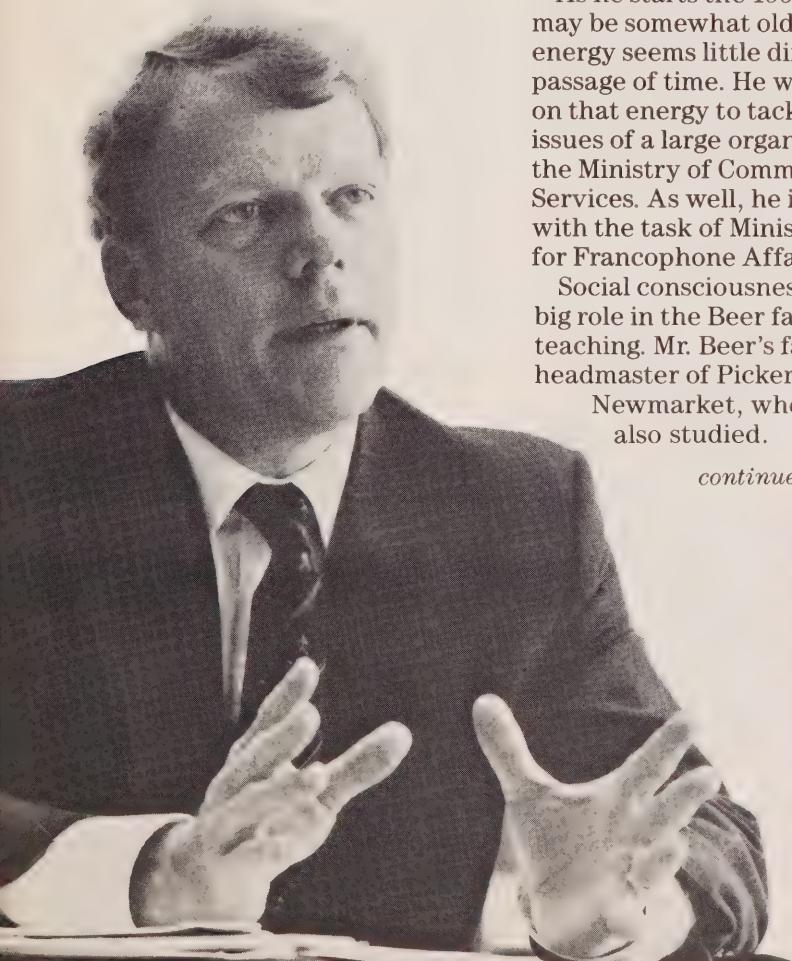
From back benches to Cabinet

New minister Charles Beer is tackling an array of issues as the man in charge of Ontario's social services

by Robert A. Miller and
Julia Naczynski

It was the early '60s. A young Charles Beer had left his Canadian home to travel to Jamaica, where he worked with young offenders and kids from broken homes. He was part of an organization which later merged with others to form CUSO (Canadian University Services Overseas).

With youthful enthusiasm, he set out to do what he could, inspired by his upbringing and its emphasis on service, as well as the visionary outlook of the Kennedy era.



Little did Charles Beer know that in 1989, he would become the minister responsible for legislation and programs dealing with the same kind of children, as well as many other social service programs, for the entire province of Ontario.

At the time of "Kennedy, and all that," he says, "people thought that if we just plan and put money into it, that will solve everything."

"I think we recognize now there are other elements to these problems which may take more than just money and planning to solve."

As he starts the 1990s, Charles Beer may be somewhat older, but his energy seems little diminished by the passage of time. He will need to draw on that energy to tackle the complex issues of a large organization such as the Ministry of Community and Social Services. As well, he is also charged with the task of Minister Responsible for Francophone Affairs.

Social consciousness has played a big role in the Beer family; so has teaching. Mr. Beer's father was headmaster of Pickering College in Newmarket, where the minister also studied.

continued on the next page

Charles Beer has been Minister of Community and Social Services and Minister Responsible for Francophone Affairs since August.



Photos: Brian Pickell

A message from Mr. Beer

Each year, it seems, brings fresh challenges and new directions to the Ministry of Community and Social Services, and 1990 will be no exception.

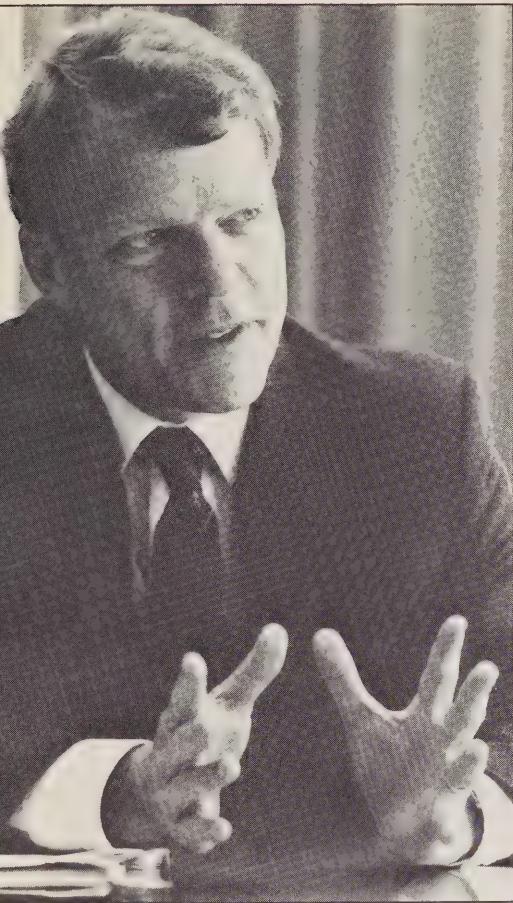
These new directions will help us to further achieve our mandate to promote the quality of life for thousands of Ontarians.

Among our endeavours will be two important initiatives that were begun in 1989: social assistance reform, as well as a plan for long-term care for elderly people and people with physical disabilities. I know you will be working diligently on these and other programs and services in the coming year, and I know you will rise to meet the challenges these initiatives will bring.

The past few months have been both exciting and challenging for me personally, but the task has been made easier thanks to the help I have received from so many of you. I am very much looking forward to meeting many more of you in the coming year.

As we begin a new decade, I would like to thank all of you for your warm welcome to the ministry, for your dedicated work in the past year, and for your efforts to meet the challenges of 1990.

Charles Beer



continued from the previous page

Mr. Beer was elected to public office as MPP for York North in 1987.

Mr. Beer's twin brother, David, is in Namibia as part of a Canadian observer team, working in Third World development. Their younger brother, Jim, teaches English as a second language in Montreal.

Mr. Beer's wife, Mary Anna, is also a teacher. They have two children: Stephanie, who is studying arts at the University of Toronto, and Greg, who is 15. The family lives in Newmarket.

Although a "rookie" MPP, Mr. Beer has more than a nodding acquaintance with Queen's Park.

Besides his role as special assistant to the Ontario Advisory Committee on Confederation, Mr. Beer has been a civil servant. From 1972 to 1975 he was senior advisor on intergovernmental affairs for the Ministry of Treasury and Economics, was Ontario's director of citizenship from 1975 to 1977 and was director of the Office of the Leader of the Official Opposition from 1977 to 1981. "I've worked in that building, and that building, and the building across the way," he notes, gesturing in the direction of the Mowat Block and

other Queen's Park buildings.

"There's never been any question in my mind that the vast majority of people who work for the government work very hard and give a lot of extra time. There's some incredibly creative people in the civil service."

Mr. Beer's French language skills earned him his dual ministerial role. He is a rarity among Ontarians—a bilingual anglophone.

He studied for two years at Laval University, where his classes were all-French, but says he really picked up the language from his teammates on the Faculty of Letters hockey team ("the worst in the 10-team league"), where he was the only anglophone player.

Mr. Beer has taken on a heavy load as minister of one of the province's biggest ministries.

A number of priorities "have already been defined," he notes. Social assistance reform, along with other elements of the Social Assistance Review Committee and its report, *Transitions*, is the first he mentions.

The issue of long-term care reform, which is being tackled in co-operation with the Ministry of Health, is another. "It's central, not only to what Health is doing, but what we're doing in terms of community support."

Child care is also on his list of priorities, as well as looking at staff resources—particularly salary issues—in community agencies and their front-line workers, such as homemaker support.

The Provincial-Municipal Social Services Review, which is studying community services that are cost-shared by the province and municipalities, also will receive attention.

"No matter where you look, there's something essential," says the new minister.

Mr. Beer expresses admiration for the work done by his predecessor, John Sweeney, who is now Minister of Housing and of Municipal Affairs. SARC, he says, will have "a major impact," and while it certainly wasn't Mr. Sweeney's only achievement during his four years at the helm of the ministry, "it's the one he will be remembered for."

In the past, Mr. Beer's tasks have centred on working with people on complex issues and getting them

to agree.

He feels communications and consensus-building will play a vital part in his role as minister.

"I think I can listen to people, and I think that's awfully important," he says. "Listening doesn't always mean agreeing—sometimes people confuse the two—but listening and really trying to understand the other person's point of view and coming together to solve the problem—I hope that those kinds of skills will help."

Such skills will become even more important in the future, he feels.

"Being arbitrary won't work very well. We're not dealing with absolutes all the time; human relations don't lend themselves to absolutes."

It's tough to reach consensus in a society that is multi-racial and multicultural, and to serve communities that have such varied needs, he says.

"Our programs and services have to be defined by the people who will use them—that's why the ministry is decentralized," he says. People need to feel they have a legitimate part to play in the decision-making process, he feels.

Communication is the most important part of his job as minister, Mr. Beer says. "I'm elected and it's part of the turf, whether it's in the House (Legislature) or speaking to groups—getting people to understand who we're dealing with and why we should be doing different things. It's very important," he emphasizes.

"You can have all the planning in the world, but if you can't communicate what you're doing, it's almost as if you hadn't done it."

He considers himself fortunate to have been given a ministry with a reputation for achievement and quality staff. "It's a ministry with a sense of purpose and direction and pretty good morale, from what I've seen," he says. "I think there are some extremely good people here."

So much has happened so quickly that Mr. Beer had no time to worry about that important initiation ritual—his first question period in the Legislature—when this interview was held. "Right now it's exciting. Ask me how it's going after I've been in the House for a while," he says with a chuckle. ●

Robert Miller is editor-in-chief and Julia Naczynski is editor of Dialogue.

The changing face of volunteers

A volunteer co-ordinator offers ideas about finding volunteers

by Brenda Pilley

The 1990s will be viewed by volunteer administrators as an era of increased competition to fill volunteer positions. With the expansion of community programs, there's a growing challenge to meet the needs of many volunteer organizations.

The need for creative recruitment is obvious, and volunteer administrators must expand their horizons.

Who will be the volunteers of the '90s? Look among these groups: young people, working adults, ethnic populations, people with disabilities and seniors.

■ There has been tremendous growth in volunteer activity among today's youth. Elementary students are involved in school projects such as visiting shut-ins or the elderly. Secondary school students are canvassing for charities, or taking co-operative education in social service programs. Often the teens continue working as volunteers.

While altruism and dedication are still factors, many young volunteers seek the rewards of experience and growth. To gain entry into some community college and university programs, volunteer experience is essential. It's a winning combination for the volunteer and for the organization.

■ Yes, you can recruit adult volunteers.

Working people should not be discounted as volunteers, since more than half the hours given in volunteer work come from them.

Corporate employers now look for employees with community involve-



Senior volunteers like Ann Macdonald provide invaluable extra attention to clients at CPRI, such as multi-handicapped children on the Pratten I Unit.

ment—it shows the person has connections and character.

Many of today's "fast trackers" enjoy the high profile they gain in volunteer roles, choosing to work for image-building organizations. "Résumé-builders," as they are often called, may not have the most desirable motivation, but often end up being surprised by the satisfaction they gain in helping others.

■ Another emerging volunteer population is the ethnic or multicultural community. This group is often overlooked, yet can introduce a unique flavour to volunteer activities through their diverse skills and customs. This is a skilled group with much to offer.

■ While many volunteer administrators may feel reluctant to approach people with disabilities because of a fear of imposing, this group has much to give. Although such individuals may receive volunteer services themselves, this doesn't rule out the possibility that some would be happy to help others. This group brings empathy and experience to volunteer programs. With careful screening and placement, this group can provide willing commitment.

■ Another talented group to be recruited in the 1990s is the senior population. With so many healthy, relatively youthful retirees, there are sure to be many who can volunteer. Many people miss the social contacts of the workplace and enjoy the camaraderie of a volunteer organization; they also achieve a sense of fulfilment in this role.

■ Today's volunteers are very sophisticated and programs must be designed to reflect this level of development. Volunteer programs are often professionally designed and managed, covering such human resource functions as recruitment, orientation, evaluation and recognition.

A sound voluntary program should include a diverse group of volunteers, useful work and staff trained to work well with volunteers. Today's volunteer administrators will go into the 1990s well-equipped to meet the challenge of a changing world. ■

Brenda Pilley is the volunteer co-ordinator at CPRI in London.

Just IMAGINE raising the standard of giving

A national campaign is encouraging people and corporations to give time and money to non-profit causes

by Julia Naczynski

How much money did you give to charitable activities last year?

How much time—if any—did you donate as a volunteer?

If your answers are "not much" or "none at all," join the crowd.

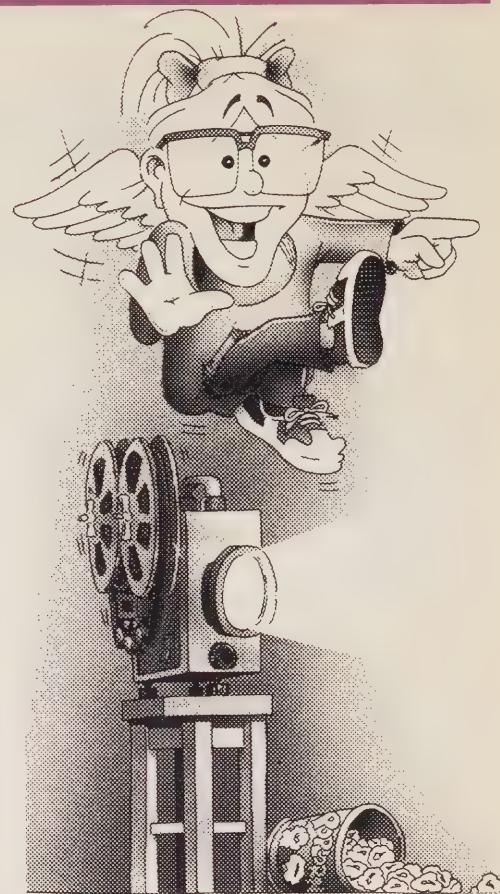
At a time of relative prosperity and leisure, Canadians are giving less to charity—not just in money, but in time, as volunteers. Donations to registered charities by both individuals and corporations are down, as is the amount of time people are volunteering to support charitable causes. (See box, "Fast facts about giving".)

Concern over the situation has become so significant that a national campaign has been launched to persuade Canadians and Canadian corporations to give more to non-profit activities.

The IMAGINE campaign, launched November 1988, is a multi-million-dollar effort to raise public awareness about giving.

"The non-profit community, more than ever, needs the monetary and volunteer support of all Canadians—corporations as well as individuals," says Martin Connell, chairman of Conwest Exploration Co. Ltd., and IMAGINE's voluntary chairman. "Each of us can make a tremendous difference in the community."

And, he adds, "Getting involved in



'Your conscience' is being featured in IMAGINE's print ads.

charitable activities benefits the givers as well as the receivers."

IMAGINE is an initiative of the Canadian Centre for Philanthropy, an association that promotes giving and volunteering, generates research and educates the public and government about philanthropy. The campaign is being sponsored by more than 100 corporate, government and charitable organizations. The Ministry of Community and Social Services is contributing a total of \$500,000 over the five years the campaign will be running.

Philanthropy seems to me to have become simply the refuge of people who want to annoy their fellow creatures. —Oscar Wilde

IMAGINE is not a fundraising effort, Connell points out; it isn't seeking donations for any specific cause. Campaign operating costs are being donated by the sponsors, with 70 per cent of the funds coming from the private sector and 30 per cent from the federal and provincial

governments.

Rather, it's a public awareness campaign designed to get Canadians thinking about how much poorer the quality of life in our communities would be, if not for the many charitable groups that need support.

IMAGINE is aimed at two target groups: individuals and corporations.

Individuals are challenged to examine their own record of giving and to acknowledge giving as a valuable use of their spare time and money. The hope is that people will build giving into their budgets and schedules—that they'll regularly make donations and volunteer.

Individual Canadians give about three-quarters of one per cent (0.77 per cent) of their income to charities, compared to about 1.1 per cent 20 years ago (almost one-third less). Those who do give, tend to give the same amount each year, so their gifts are eroded by inflation.

IMAGINE points out that if giving averaged just one per cent of personal income, it would mean \$1.3 billion in new money coming into the not-for-profit community.

IMAGINE places equal importance on an increase in giving time to causes. In 1986, only one in three Canadians volunteered. Right now, the median number of hours people volunteer is four hours per month. Doubling the number of people who volunteer, or doubling volunteer hours to eight hours per month, would generate 300 million new volunteer hours.

In corporate Canada, IMAGINE's goal is to persuade business and industry that giving is not only the mark of a responsible and caring corporate citizen, but also good public relations.

Corporate generosity has fallen significantly in the past decade. In 1985, corporate giving totalled \$288 million, well below the 1981/82 level.

Donations during 1985 were 0.49 per cent of pre-tax profit, which is 20 per cent below the 1972/73 level.

IMAGINE's goal is to convince every company to donate at least one per cent of pre-tax profit. An increase from 0.49 per cent to one per cent would mean an additional \$300 million for non-profit organizations in 1993.

Besides giving dollars, IMAGINE wants companies to encourage their employees and retirees to give their own money and time to charitable organizations.

Why should corporations put time and money toward worthy causes? Because, say campaign boosters, giving makes bottom-line sense for businesses: a corporation's on-going success rests on the health, education, welfare and culture of the community in which it does business.

IMAGINE is reaching the public through a national advertising and public relations program, similar to the successful Participation fitness awareness campaign. All media space and time are being donated.

Philanthropy is commendable, but it must not cause the philanthropist to overlook the circumstances of economic injustice which make philanthropy necessary. —Martin Luther King

The campaign is extended to charities and volunteer organizations interested in spreading the word about the importance of giving and volunteering. The IMAGINE logo is available on buttons, stickers, t-shirts and other promotional items, which groups can use alone or in conjunction with their own promotions.

There's also a videotape describing IMAGINE's new program to encourage greater generosity, which can be shown to gatherings, and a speakers' bureau is also available.

All this activity is being backed by a national advisory council of prominent people from business, volunteer organizations and the arts that reads like Canada's *Who's Who*. The council includes such people as journalist June Callwood, Canadian Labour Congress president Shirley Carr, and the chief executive officers of Imperial Oil, BCE Inc., Canadian Pacific Ltd. and the Royal Bank, among others.

Over the next four years of the campaign, special programs will target specific groups, such as young people who will be reached through the education system. Wherever possible, IMAGINE will complement and promote existing programs with similar goals. ■



Fast facts about giving

■ There are almost 60,000 registered charities in Canada.

■ Although many people think that the "typical" volunteer is a middle-aged woman, Canada's volunteers are split almost equally between men and women. The vast majority of volunteers are employed, yet manage to find time to help charitable causes.

■ While more than two-thirds of us think we're pretty generous, only one in three Canadians volunteers time—and that time averages half a day per month.

■ Individual Canadians currently give less than one per cent of their income to charities—30 per cent less (relative to income) than they gave in 1969.

■ Individual Canadians give about 10 times the amount given by Canadian companies. And corporations today give a considerably lower percentage of their income than they did a decade ago.

■ Very few Canadians, when asked how they would spend a lottery prize, mention donating part of their windfall to charity—only one in 13.

■ Individual Americans are three times more generous than Canadians, and companies in the United States donate four times the percentage of pre-tax profit that Canadian companies give.

HOME AGAIN

Making a house a home was a labour of love for Iroquois Falls volunteers

by Alice Gray-Donald

Family life prevails at 470 Radio Street in Iroquois Falls.

Nestled among several homes on a quiet street in this small town near Timmins, the new group home for people with developmental handicaps is indistinguishable from the neighbouring family homes.

There's no difference inside, either. Like most people, the residents hold full- or part-time jobs. They spend much of their free time on household tasks, but also enjoy visiting such places as the sports complex and the public library.

The new group home has received an extraordinary amount of support from Iroquois Falls Community Living (IFCL), the neighbourhood and the community.

Lance Edwards, past president of IFCL, is credited by many with making the group home a reality. Among his tasks was preparing the proposal for the Ministry of Community and Social Services, which funds the residence.

What is most unusual about his contribution is that Lance did not have a direct connection with developmental handicaps. No member of his family is handicapped. He simply saw that there was a need.

"Lance had the most tedious job of all," says Gordon Dawkins, president of IFCL. "He had to do all of the paperwork for such things as admissions criteria. I'm sure that without him, most of that work would not have gotten done."

When it came to choosing the house, which would be home for six people,



Photos by Lorne Clark/Canapress

At home in the kitchen:

**Sherry Guillet and counsellor Carroll Bouchard check the chore list
to see who'll do the dishes, as residents**

Linda Levis and Gordon Derion finish dinner.

committee members Lance, Gordon, Tom Vockeroth and Jim Keizer had only one criteria:

"We were looking for a home that we wouldn't mind living in with our own families," says Gordon.

"What we really liked about the house was the spacious kitchen," says Gordon, who feels "the kitchen is always the focal point of family life."

Gordon became involved with the association four years ago because his sister-in-law, Ida Olaveson, is a client at Adult Rehabilitation Centre Industries. And over time, Gordon has developed personal relationships with several people with developmental handicaps.

When it came to furnishing and decorating the house, Rosalie Madden put as much love and time into the project as if it was her own home.

She made it a policy to buy locally, so all the furniture, decorating and household supplies were bought in Iroquois Falls.

"We felt that if we wanted the community to support us, we had to support the local merchants," she says.

The oak kitchen table and all of the bedroom furniture were made at ARC Industries. All of the work—including the wallpapering, painting and cleaning—was done by about a dozen volunteers.

"We had a lot of fun wallpapering and painting the house. In a way, it was almost like doing your own house," Rosalie says.

Even though, like Lance, she had no personal ties to people with developmental handicaps prior to the group home project, she soon became attached to many of the residents.

"I would like more people to accept them as normal persons. I wish the

whole world would do that," she says.

Rosalie has become a mother figure to many of the residents since she began working at the group home as its part-time bookkeeper.

"I feel like it's my own home. I love everything about it," she says.

Rosalie may be considered the mother of the group home; Earl Potter is thought by many as the father of the association. Earl was one of the founding members of IFCL when it was formed in the early 1950s and was instrumental in establishing both Happy Day School and ARC Industries.

Earl convinced Abitibi-Price to sell property at Devonshire and Fyfe streets as a permanent site for the workshop. Service clubs and merchants also helped fund it.

While the ARC workshop was being built in 1977, Earl and Luc Regimbald made arrangements with the local bank to mortgage their own homes to pay the bills, after they heard that the association might not obtain funding from the province.

"We told the contractor to start on the workshop and that if the money did not come in, that we would mortgage our homes to pay him," says Earl, shrugging it off. "If you had worked as hard as we had to, you would have felt the same way."

Last year Jim Keizer, who is vice-president of IFCL, decided to hire two clients from ARC Industries to clean his store each day—the first merchant in Iroquois Falls to employ handicapped adults in his store.

Jim would like to encourage more people to employ the talents of people with developmental handicaps.

"They are very proud of their work," says Jim of Lucille Burns and Brenda Harley, who share the cleaning job. "They're really thrilled when they are told they're doing a good job."

Support for people with developmental handicaps and the new group home extends well beyond the membership of IFCL.

Real estate agent Dave McQueen gave the association a free estimate when it decided to buy the property. Town administrator John Buchan helped the organization locate the bylaw that would allow it to establish



The Radio Street family: resident manager Sherry Guillet gets help with her scarf from resident Annette Mongeon.

a group home on Radio Street. And Mayor Rene Boucher has only positive things to say about the new group home.

"A group home was badly needed in this community and some citizens realized this and went all out."

There have been many donations from people in the community: a group swim pass donated by the Knights of Columbus, coolers, suitcases and an organ.

Says neighbour Mrs. Emmet Delaurier: "They (the residents) are just like us, living in their own home. I don't think that they lower the value of our homes at all," she says.

Another neighbour, Roland Maisonneuve, has made himself indispensable to the house by doing repairs.

"I enjoy helping other people. My happiest days are when I render service to other people," he says.

Charlotte Graham is happy about the group home for another reason. A while back, her daughter, Mary Lou, moved into the home.

Besides her developmental handicap, Mary Lou also had spinal meningitis. Before moving into the group home, Mary Lou lived with her

mother, but Charlotte found it increasingly difficult to bathe and dress her. Charlotte is proud of her daughter's new sense of self.

"Mary Lou is becoming very independent. She's doing things on her own now and she is learning how to speak her own mind and say what she likes and doesn't like. She is even participating in things like cleaning the house and setting the table," says Charlotte.

Resident manager Sherry Guillet is very pleased with the progress of the residents. "They've gained independence and maturity."

Residents such as Lucille Burns and Annette Mongeon are very proud of their home. Both women are eager to help with cleaning and cooking, since they would like to live in their own apartments some day.

"It's different from living at home," says Lucille.

She likes her room, and being with her friend, Annette.

"I like living here. This is my home." ■

Alice Gray-Donald is a reporter with the Iroquois Falls Enterprise, the town's weekly newspaper.

“Take five” to honour our own

January 12th is the deadline to nominate your co-workers for the Staff Involvement Awards

by Dave Rudan

“**W**e know more about our colleagues than we realize...when you take five minutes to think about them, it's amazing how much they're contributing to their communities.

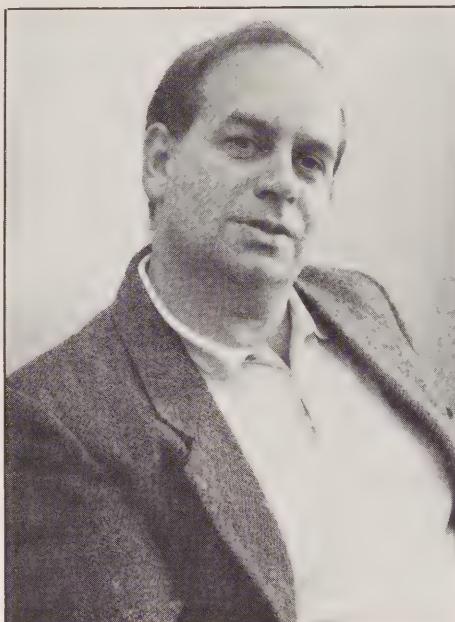
“We simply want to offer a gentle compliment in appreciation of their community work,” says Alex Honeyford, explaining the reason for the ministry's Staff Involvement Awards.

As co-ordinator of volunteer services for the Ministry of Community and Social Services, Alex has been concerned because there have been few nominations for the staff awards over the past four years.

“We tend to take programs like blood donors and Cubs for granted; they've been around all our lives. Regular contributors to these programs don't even consider it as volunteerism,” says Alex. “They just do it out of a sense of responsibility.”

“These are voluntary contributions, and where would we be without them?”

In the past, most nominations for staff awards have been made by employees in the ministry's facilities



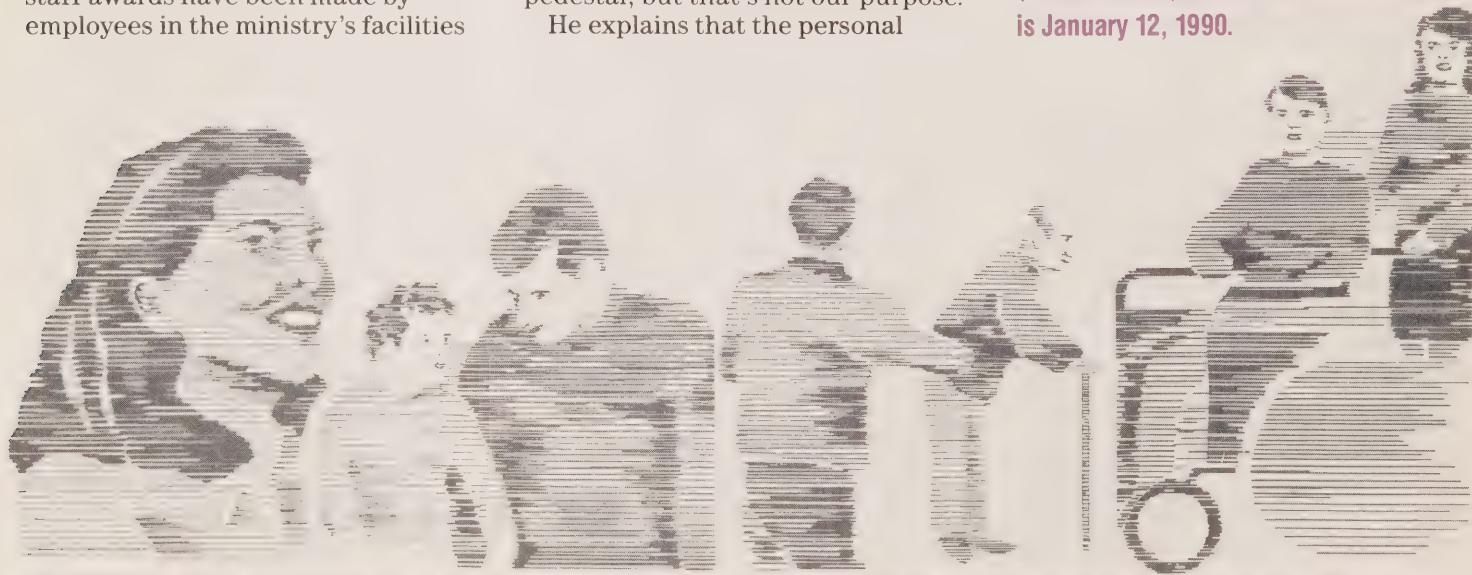
Alex Honeyford

development and growth that people receive from their service as volunteers enhances the quality of their work on the job. “They're contributing these new skills to their work and the awards are simply a way of saying thank you,” says Alex.

All ministry employees who volunteer their services in the community in any way—whether as hockey coaches, or in the arts—are eligible for nomination, he adds.

Pamphlets with nomination forms for the 1989 Staff Involvement Awards are available in all the ministry's facilities and offices. Recipients are selected by regional committees and the awards will be presented at regional volunteer award dinners in April and May in Sault Ste. Marie, Kingston, London and Toronto. ●

To obtain nomination forms for the Staff Involvement Awards, contact Elwin Steaman in the ministry's Volunteers Office at (416) 963-2936 in Toronto (FAX 963-1559). Deadline for nominations is January 12, 1990.



Ways to recognize volunteers

How to honour that most valuable resource—volunteers

This article has been adapted from a newsletter published by the Senior Talent Bank Association of Ontario. Our thanks to STBAO for their permission to adapt the article, and to its original author, Christine Woodley of STBAO.

It's important to recognize—and thank—volunteers. Anyone willing to donate time and talent deserves it.

Failing to do this can result in high volunteer turn-over—the “revolving door syndrome”—which leads to spending more time on recruitment and training.

So, how do we thank and recognize volunteers? The answer is three-fold:

- Keep them happy on a day-to-day basis.
- Keep them coming back for more.
- Honour them.

Keeping volunteers happy deals, for the most part, with simple creature comforts. Make volunteers feel welcome and minimize their

inconvenience and discomfort.

A special effort should be made to create pleasant surroundings. It need hardly be said that everyone who comes through the door should feel welcomed.

Greet volunteers by name, and always have the coffee pot on and a place where people feel they can sit and relax without being in the way.

Take time to talk. That personal relationship is all-important.

Many people volunteer as a way to meet new people and make friends. Make it easy for them to do so. (This has the added benefit of increasing their personal loyalty and commitment to your organization.)

Plan social events where volunteers can meet each other and mingle. These can include teas, pot-luck suppers and informal parties.

Budget funds so you can reimburse
continued on the next page

Sharp-eyed readers may have noticed something amiss with the photograph of the Southwest Region staff volunteer award winners in the Fall issue of Dialogue. The picture was inadvertently reversed! Here it is again: from left to right, Pamela Patterson, Denise Charbonneau, Bryan Shields, Southwest Region director Murray Hamilton, Ruth McNeil, Mary Sullivan and Brenda Pilley. Also honoured was award recipient Shari Cunningham.



Bob Clark

continued from the previous page

out-of-pocket expenses. Volunteers give their time freely, but volunteering shouldn't cost them money!

Don't forget to say, "Thank you!" and to send thank-you notes.

Ringing volunteers back for more means getting volunteers involved and committed. Their degree of perceived input and meaningful contribution will determine their willingness to stay for the long haul—and to come back next time.

In the workplace, employees need to feel they are valued. It's no different for volunteers.

Consult your volunteers—ask for their opinions. Make sure they have input; invite them to meetings and ask for their suggestions.

Keep them informed. Don't assume they know, or don't need to.

Give them realistic goals; match the volunteer to the job.

And make sure your volunteers are challenged. Don't give the same tasks to the same people, especially the routine envelope-stuffing and typing ones. Rotate these dull but necessary jobs so no one feels put upon.

Keep your volunteers stimulated, or you'll lose them.

Honouring your volunteers is no less important than the previous two elements.

We all like to be honoured every now and then for what we do. Public recognition goes a long way to make us feel good. It makes us feel that others recognize our contribution as valuable. Volunteers need and deserve this to an even greater degree because their work is done without financial compensation.

So—have fun and think big! Plan a party or public reception. Award certificates and service pins based on the number of hours or years volunteered.

Choose a volunteer of the year or month. Name volunteers in the newsletter if there is one. Inform your local media about newsworthy achievements by volunteers (the volunteer who has contributed a high number of hours, a very elderly/young volunteer, and so on).

A spin-off benefit is the good public relations these events can generate—publicity for the organization, and an opportunity to attract potential volunteers. ■

Ryan's story

Staff at Southwestern Regional Centre experience joy and sadness at the departure of a longtime resident for a new life in the community

Story and photos by Joan Eastman

Tracing the first steps of a youngster with developmental handicaps as he moves from a government facility into the community is enlightening. But the travels of Ryan Foster are much more important—they offer a story about what love can accomplish.

Ryan's mother, Christine Foster, describes her son as a gentle, one-of-a-kind personality. "He lets you know what he likes or not with a smile or a whine. He sucks on his thumb when he's thirsty and wiggles when he wants to go to the bathroom. He likes music, sweets, chocolate bars and van rides. He's a pretty happy boy and he likes to be close to people."

Listening to Christine describe a teenager with severe handicaps who is blind, immobile, non-verbal and medically fragile, it becomes obvious that when someone truly cares, the barriers to communication can be overcome.

Christine admits that being Ryan's mother is a rough road to travel. "We've had hard times."

Ryan was the first of three children; his sisters, Carrie and Heather, are nine and six years old. Now 13, Ryan spent much of his first six years in hospital with recurrent pneumonia.

Most outings were to malls. "You do what you had to do," says Christine. "You never thought about what you couldn't do, but now I realize."

Reluctantly, the burden became too much to carry. "After a while I would just sit down and cry. There was no one for back-up and his doctor suggested that he go to Southwestern Regional Centre."

Mother remained in constant contact with SRC, calling and visiting from the family home more than an hour's drive away in Petrolia. She asked lots of questions, observed Ryan's programs, and took him to his



Ryan and his teacher, Eva Rankin, enjoy a quiet moment together in their classroom at Wyoming Public School.

medical appointments. "It takes a lot of time to be involved," she notes.

Arranging for Ryan to live closer to home while maintaining the same quality of services provided by SRC seemed unlikely. Then came an opening at the Maple Street Children's Residence in Petrolia.

Rooms in group homes are at a premium. Ryan's story is typical. He had been on a waiting list for the Maple Street home since its construction in 1985.

The Maple Street home is impressive: spacious, tasteful, elegant, with wide hallways, specially-equipped bathrooms, and located in a newer suburban neighbourhood.

Parents of children with developmental handicaps can feel a sense of security in knowing there are quality group homes in Ontario, such as this one operated by the Lambton County Association for the Mentally Handicapped. But it can take a long time to get in. When an opening occurs, names on the waiting list are reviewed; there is a visit; programs are observed; information is collected. The association's placement and review committee considers such questions as: Will the child be compatible with the other children? What services will be needed? What about the family?

A special meeting of home staff outlined Ryan's situation and staff met with Christine.

Meanwhile, staff at SRC prepared a farewell party. They were a little less thrilled about it all. Although they knew Ryan and his family would be happier if he were near home, deep inside they didn't want to face Ryan's departure. During the six years of Ryan's life at SRC, they had fallen under the spell of his appealing personality.

Ryan's case manager at SRC, Sandy McLeod, stayed in the background at the party. She was invited to visit Ryan six months later, and had to be convinced to go. "He was 'my' kid for three years," she says. "It hurts too much to let them go."

Elaine Reid, interim director of Children's Services in Petrolia, can empathize. "In school, you're told not to get involved. But if you don't get attached, you're not human. You see these kids more than your own family. The bond is there."

Ryan is the youngest of seven children at Maple Street. The home is a rarity, since many local associations cannot afford to build and operate a group home for children. Director Marg Quartel explains that children's residences require more staff, and strict building and safety regulations increase the



Ryan's friends at SRC found it hard to smile through the tears at Ryan's farewell party.

construction costs.

Fortunately, the kind people in the community of Petrolia help. The Variety Club donated a 13-passenger wheelchair-carrying bus; local Optimists put up a large gazebo in the backyard; church groups regularly help with crafts and entertainment; Pathfinders hosts singsongs with snacks. The local dentist renovated his office to make it wheelchair-accessible.

The children swim at a local pool, go for picnics, to parks, for walks uptown, to circuses and magic shows, and celebrate special occasions.

Elaine credits the community's caring response to an open house they held—and to time. "People are more accepting of us now that they know about us. I think it's important to let the community know what we are doing. You can't just expect acceptance; you have to show you want to be part of the community."

Ryan's health does not always allow him to participate in every event, but his days are full.

Every weekday he makes the drive to the Wyoming Public School. He participates in music class with Grade 5/6 students, attends a French immersion class and assemblies in the gym, listens to stories in the school library, swims at the therapeutic pool in nearby Sarnia and joins the schoolchildren outside for recess. Kids drop by to say "hi".

"Ryan seemed really happy from day one," teacher Eva Rankin observes. "He adjusts well."

Early morning is devoted to physio-

therapy and gross motor skills. A physiotherapist visits weekly and a speech therapist and occupational therapist are consultants. A registered nursing assistant gives Ryan treatment, massage, postural draining and range-of-motion exercises.

Home economics class focuses on sensory stimulation from the taste and smell of baking.

After lunch, the children rest, have a snack and get ready to head home.

Ryan's teacher has visited him when he has been in hospital (twice since coming to live on Maple Street). On her own time, case worker Joy Wiltstra sits with Ryan in hospital if Christine is unable to stay. "I don't know what I'd do without her," Christine remarks.

Christine Foster reminds us of the many reasons why we care for individuals like Ryan with respect, dignity and devotion—and, especially, with love.

"I used to see a handicapped or mentally retarded adult and think, 'Oh, that poor guy,' but never thought what the parents are going through or what that person is going through," she says.

"Ryan has brought me a lot of joy. I think a lot of him. I just have so much love for him."

"Ryan has been really, really neat," Elaine Reid says. "He has stolen our hearts."

"He fits in well and we're really glad to have him."

Joan Eastman is an information officer at Southwestern Regional Centre and the editor of Centre Stage, the SRC newsletter.

The right to read

In this International Year of Literacy, three renowned educators talk about teaching adults

by Dave Rudan

“**I**lliteracy costs Canada more than \$10 billion a year in lost productivity and unemployment,” wrote Tracey Tyler in a *Toronto Star* story about 1989’s International Literacy Day last September 8.

The focus of the story was that teachers are being paid lousy salaries and few want to teach basic reading and writing skills to adults for “meagre wages.”

But money for professionals isn’t the issue, according to people like John O’Leary of Frontier College in Toronto, or Fred Ryan of Belleville, recently named a Fellow of the Ontario Institute for Studies in Education (OISE). The problem is poverty.

Both agree that unless there is a major change in the public’s attitudes toward people who live in poverty, Ontario will continue to produce a large illiterate population in spite of current international, national and provincial efforts to eliminate illiteracy.

As the report of the Social Assistance Review Committee, *Transitions*, emphasized, it is the entire system that has to change: “... Nor is there any effective mechanism to plan and co-ordinate the efforts of governments and others to serve the economically disadvantaged. As a result, programs intended to benefit social assistance recipients and other low-income people often work at cross purposes and end up being ineffective and even counter-productive.”

“**I**’m a teacher, and I have a lot of sympathy for those teachers with classrooms of 42 pupils,” says John O’Leary. But John finds that the term ‘learning disabled’ is being used as a convenient tool that serves

the interests of the teacher to have hard-to-teach children moved out of the class into a basic program. “I find the term ‘learning disabled’ to be offensive,” he says.

He believes that poverty is the basic reason why there are so many illiterate, Canadian-born adults.

“You can’t teach a child who is hungry or sleepy, or scared because they’re being abused.”

Teachers with large classes find it difficult to take the time to determine why a child is slipping behind, he says. Eventually, many of these children drop out of school. Many find themselves with low-paying jobs and caught in the same trap as their parents: without the ability to read or write they can’t get ahead.

The school system is the last resource they turn to for help because it let them down in the first place.

**“You can’t teach
a child who is
hungry or sleepy
or scared...”**

In Toronto, Frontier College staff reach out to the kids on the streets, and they find that these young people are eager to learn.

Fred Ryan says that many illiterate adults have lively, creative imaginations and they develop their own systems to compensate for their inability to read. The formal education system dubbed them “failures”;



to maintain a sense of dignity, they avoid situations that might fuel this failure image.

“My role as a field worker was to inspire a recipient so that they would motivate themselves toward learning how to read and write,” says Fred, who created a school 20 years ago in the basement of an emergency hostel as part of the Toronto Work Activity Project. (See *Happiness is finding you’re not so dumb after all*, in the Winter 1989 issue of *Dialogue*.)

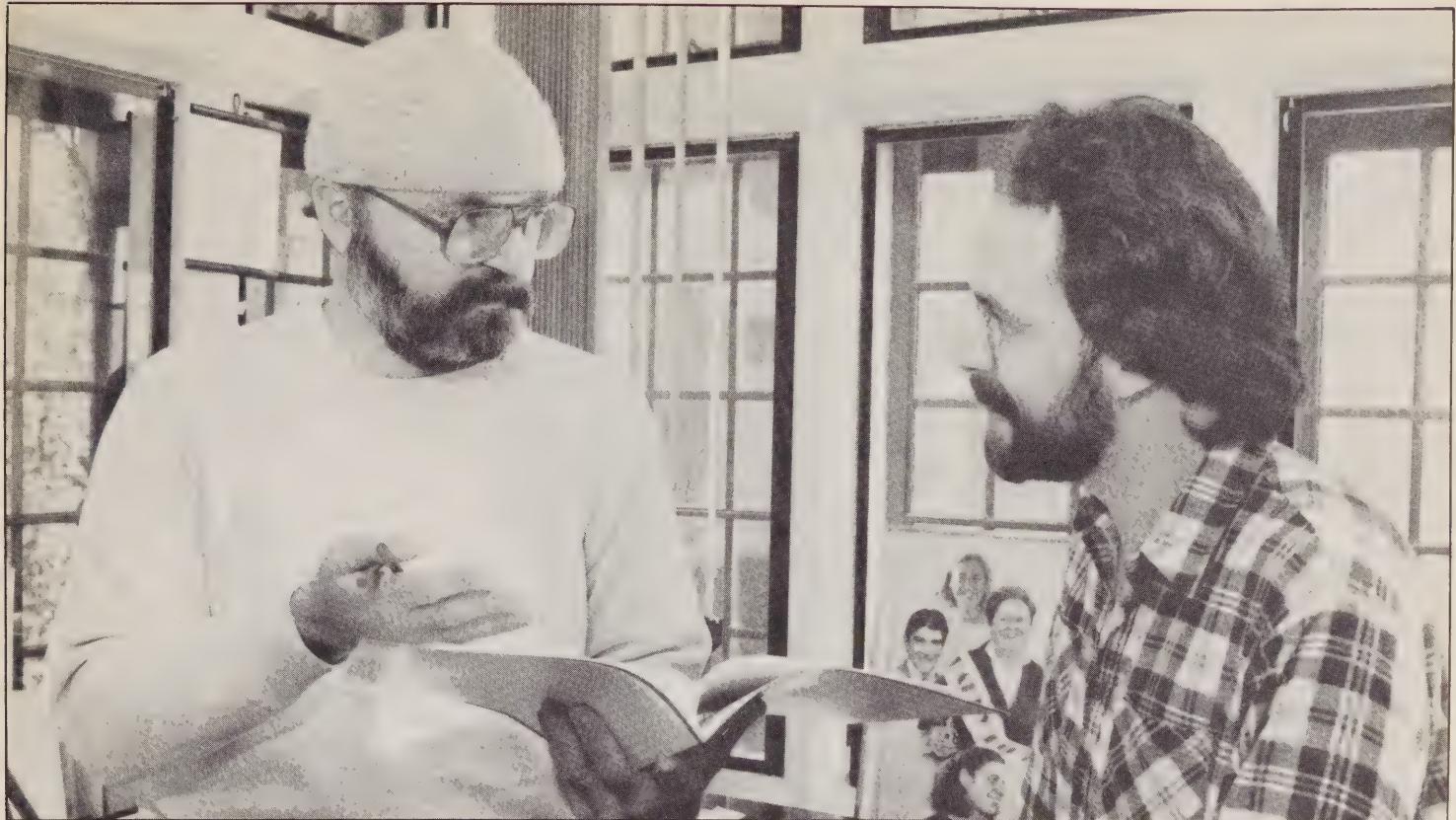
In recognition for his success in inspiring people who have been considered permanent welfare recipients, Fred was made a Fellow of OISE in November—an honour reserved for a special few, such as Lloyd Dennis (co-author of the Hall-Dennis Report on Education), or Howard Kerr, the former principal of Ryerson Polytechnical Institute.

“Learning is hard work. As learning builds, it becomes its own stimulant as things take shape in front of you. That’s the motivation these people need in order to learn how to read and write,” says Fred.

Afollower of this philosophy is John Herda, head teacher of Monsignor Fraser College, Malvern Campus, in Scarborough. John was the last volunteer from the Toronto Work Activity Project to be recognized as an adult educator by a school board.

“We get our referrals from GWA, Voc Rehab, UIC... we have five centres in different locations,” says John.

These are not school buildings, but rented facilities in locales that are convenient to candidates. There are no admission requirements, groups are kept small, and there is no pressure on a person to adhere to a curriculum.



John O'Leary of Frontier College and Gordon Nore of Frontier's literacy in the workplace program are among the people working toward the eradication of illiteracy.

Many illiterate adults have lively, creative imaginations and they develop their own systems to compensate for their inability to read.

"We are encouraged to recommend credit courses that are eligible for provincial funding," admits John, who is employed by the Metro Toronto Separate School Board, "but, only if the student can handle it."

While boards of education prefer to use existing classrooms in order to cut costs, and offering courses that generate revenue, John is optimistic about the changing attitudes of educators toward people on income maintenance.

"Just last week our superintendent affirmed our approach and I feel that we are returning to the old spirit." By "old spirit" John means the philosophy that was used by Fred Ryan at the Toronto Work Activity Project.

Because of the support of senior staff, John says that more teachers are "coming around" toward the concept of meeting the specific needs of the individual who wants to learn

how to read and write.

Fred Ryan's enthusiasm about the extent of changing attitudes toward long-term social assistance recipients is guarded.

Regardless of an international year dedicated to fighting illiteracy, or money spent by governments to support literacy programs (\$55 million by Ontario in 1990 alone), low-income earners and people on social assistance are not going to be encouraged to learn how to read if their basic needs to be listened to and understood are not met.

He felt that income maintenance staff with the municipality, or province, can make a significant difference during their home visits to update information.

"You don't have to be a social worker to acknowledge that the recipient is a feeling person. There are indirect ways to ask sensitive

questions...with the exception of a couple of facts, most of the details can be completed back at the office," suggests Fred.

"The active presence and neighbourly concern of anyone in authority is reinforcing and encourages a person to try something new," he says, describing how field workers and volunteers have been successful in inspiring income maintenance recipients to enter adult education programs.

During the November awards ceremony, OISE Fellow and distinguished scholar Professor Ursula Franklin said that professional educators involved in adult education are acknowledging the fact that there is greater success when "teacher and the student learn from each other." ■

Dave Rusan is a communications manager with the MCSS Communications and Marketing Branch.

Why are children abused?

*An international panel asks:
Can we eradicate child abuse?*

By Robert A. Miller

"It's only 25 years since we 'discovered' child abuse," said Dr. Ralph Garber, former dean of social work at the University of Toronto. "I remember the time as a social worker when we tried to deny it," he said at the opening session of a conference sponsored by the Institute for the Prevention of Child Abuse, held in Toronto last September.

"We may be containing it now, but we have not, nor are we likely to, eradicate child abuse." He said that if we really want to eliminate the problem, greater efforts have to be made to deal with the underlying social problems that may lead to abusive situations.

Taking an international perspective, he said that the eradication of world poverty, and the pressures it puts on families, is not imminent nor probable in the near future. If anything, the situation is getting worse. In countries with balance-of-payment problems, the International Monetary Fund (IMF) has demanded social service budget cuts. Dr. Garber said that in Latin America, this has meant a 50 per cent average drop in annual budgets for health and social services. "The World Bank has created a new division of six people to study social development issues, but the IMF is not moving in this area at all."

In a workshop session, John Pickett offered a perspective from England. He is a professional advisor to the director of England's National Society for the Prevention of Cruelty to Children.

In recent years, he has seen a marked increase in reports of sexual abuse. He said that referrals of other



forms of abuse have doubled in the last five years.

Several highly-publicized child abuse inquiries, such as the "Cleveland Inquiry," have heightened public awareness of the issue. "In the town of Cleveland, in the north of England, one hospital was inundated in 1987 with more than 120 cases of reported child sexual abuse in three months," he said. The subsequent inquiry resulted in major changes in policy and legislation.

"We now have child protection committees and a case conference system, where a multi-disciplinary team makes plans for intervention. We have earlier diagnosis and more effective case reviews."

But he felt that there is now "an undue emphasis on procedures, and less emphasis on skills development for individual workers, for example decision-making in difficult situations." He added that social workers are burdened by heavy caseloads.

"What are the roots of violence in human relations? I have searched for this for 50 years," said

Awards for child abuse prevention

The first winners of a new group of awards "for those who have provided distinguished service in child abuse prevention" were announced in late September by the Institute for the Prevention of Child Abuse (IPCA). The awards will honour an individual, organization and corporation each year.

Dr. Robin Williams of Niagara Falls received the Ralph Garber Award, which honours an individual. The Canadian Red Cross Prevention Program of Vancouver took the IPCA Founders' Award for the organization category. The IPCA Directors' Award, for the corporation category, went to the International Order of Foresters.

Dr. David Gil of Brandeis University in Waltham, Massachusetts.

He said that child abuse is often a type of "reactive violence—to violent social conditions when people's development is obstructed, when fundamental needs cannot be realized in everyday life."

He said that in his country, "there is a tendency to blame individuals for everything and disregard that individuals are part of social interactions, social bodies."

To reduce the occurrence of abusive situations, he argued, society needs to place much greater emphasis on all citizens having "meaningful participation in constructive production, and meaningful relationships."

Marvyn Novick offered a Canadian view. He is a social work professor at Ryerson Polytechnical Institute in Toronto, and is active in the Child Poverty Action Group. He echoed Dr. Gil, saying it is important to look at the root causes of abusive situations.

"The number of children living in poverty has gone up in the 1980s, despite a period of prosperity," he said.

While he admitted that child abuse is found in all sectors of society, he said that data from one children's aid society showed that poverty was a factor in 88 per cent of their cases.

He said that some countries place a greater value than others on one freedom: the right to survive after birth. He said it says a lot about a country "when a society cannot sustain its young." As examples, he said that if the U.S. reduced its infant mortality rate to the rate in Canada, 15,000 more American babies would survive each year. If Peru reduced its rate to Cuba's, 78,000 more Peruvian children would survive annually.

This comment came from the audience: "We undervalue children because we see them as an extension of women. If you undervalue women, you also undervalue children."

The professor urged people in the child welfare field to spend more time becoming "politically and economically literate."

His thoughts were echoed by a member of the audience: "As social workers, we need to think about the underpinnings of these problems. Our frustration comes from seeing the perpetuation of the same abusive situations over and over again."

A question of privacy

Protection of privacy is easy if you follow these simple guidelines

by Julia Naczynski

How do you decide what information you need to do your job, how to collect it and what to do with it once you've got it?

There's a set of guidelines now available to help you set your records straight.

The ministry's Freedom of Information and Protection of Privacy Unit, in consultation with the FIPP Provincial Working Group, has devised a set of principles to be used as a guide by those who collect and retain information. The aim is to protect the privacy of the thousands of individuals who are the staff and clients of MCSS.

"If you're not sure whether you should be asking a certain question, or who you should be sharing information with, the principles will guide you," says Elizabeth Flavelle, co-ordinator of the ministry's FIPP Unit.

These are the Privacy Protection Principles:

1. Ministry staff must not collect or use personal information other than information needed to administer programs and services.
2. Information must be collected directly from the individual concerned unless otherwise authorized by the Act.
3. The individual must be informed of the purpose for which personal information is being collected and used.
4. Ministry staff must take reasonable steps to ensure that personal information is not used unless it is accurate and up to date.

5. Ministry staff must not disclose personal information without the consent of the individual, except where otherwise authorized by the Act.

6. Information must be retained long enough (at least one year) to give the individual opportunity to access it and check it for accuracy.

7. Disposal of personal information must be authorized, documented and carried out in a manner that protects the confidentiality of the individual.

8. Personal information must be secure from accidental or unauthorized disclosure, modification or destruction.

What it comes down to is: don't collect any more information than you really need; get it directly from the source; don't give information out unless authorized to do so; maintain all personal information for at least one year; and keep it safe from prying eyes.

"The principles are really just common-sense rules culled from the FIPP Act," says Holly Goren Laskin, a policy analyst with the ministry's FIPP Unit. "They're not hard to follow; in fact, most employees are probably using most of the principles anyway, without realizing it. It's just that no one has ever put them in writing before now."

When it comes to the question of privacy, the answer lies in the simple rules of the code. ●





The part-time alternative

Regular part-time work can offer the best of all worlds

Five years ago, Eileen Turner did some soul-searching and decided it was time to make some changes.

A financial analyst with the Waterloo Area Office who has been with the ministry since 1976, Eileen eventually made up her mind that she needed more private time. "I needed to smell the roses," she says.

So, in June of 1988, Eileen began working part-time on a regular basis. Instead of the five-days-a-week grind,

Eileen began working three days a week.

It's an arrangement that not only has given her time to smell the roses, but to enjoy her lakeside home, her canine companions and leisurely lunches that she hosts for friends—not to mention volunteer work and extra time for travelling.

"The whole arrangement means having the best of both worlds," says Eileen, who began her career with the ministry as an administrative officer, then later moved up to become a supervisor.

Although she is very busy at work and maintains a sharp focus in order to get the job done, her enthusiasm for her job is as great as her enjoyment of her free time.

Eileen's arrangement was made possible by Option 3 of the Voluntary Exit Opportunities (VEO). This arrangement permits Ontario civil servants who are within five years of retirement and who are eligible for pension upon retirement from the Public Service Superannuation Fund (PSSF) the option of working regular part time (RPT).

Although benefits are pro-rated, pension contributions continue the same as though the person is still working full-time. In this way, when the person retires, the amount of the pension is the same as if s/he had worked full-time right up until the last day of work.

The pension factor played a major part in Eileen's decision, because she will be depending on her pension as her major source of income when she retires in June of 1991. "Without that option, I couldn't have done it," she says.

Her RPT job is "a good way to

IN HAND is a column of useful information and helpful hints for all ministry employees. We'd be happy to receive any comments, story ideas or questions you may have about work. Please write to: IN HAND, Human Resources Branch, 880 Bay Street, 4th floor, Toronto.

glide into retirement."

You don't have to be eligible for VEO to work regular part-time. Positions can be designated RPT at the manager's discretion to meet the requirements of the work unit—and to date, there are 337 RPT positions in the ministry.

RPT means that employees work fewer than the run-of-the-mill five-day week, but not less than 14 hours per week.

RPT has its appeal for both the employee and the manager.

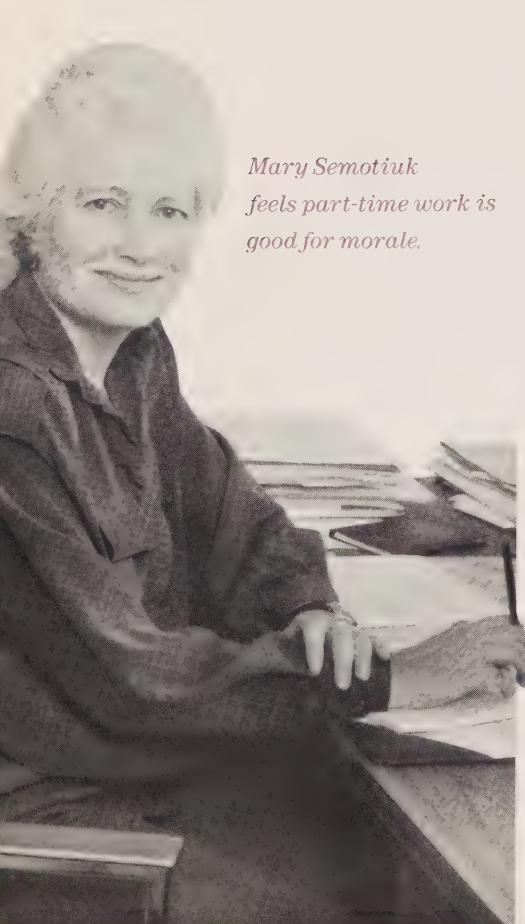
For the employee, it offers more time for personal or family life and responsibilities outside the workplace. It's less tiring than working full-time, and it can make it easier to commute to and from work.

Managers with RPT employees say such employees often have lots of energy and enthusiasm. RPT enables people with physical limitations who may not be capable of full-time work to keep working. It can also ease accommodation problems.

"It can give the manager a greater variety of skills to meet program needs, particularly in a time of constraint," says Tod MacKellar, manager of policy and initiatives for the ministry's Human Resources Branch. (Tod has several RPTers working in the branch.)

Of course, there is a down side to working part-time on a regular basis.

The employee who is considering RPT must decide if the free time is worth the drop in salary. The employee may miss socializing with others at work because of the shorter work week; and there can be communication problems (such as telephone tag and missed meetings).



Mary Semotiuk
feels part-time work is
good for morale.

*Mary Fitzpatrick
has found that
working part-time
gives her more time
for her family.*

Job security can be a concern. Although fully classified and provided with pro-rated pension and benefits, under the current regulations, RPTers do not have job protection in the event of lay-offs.

For the manager, the down side can include having more people to supervise as well as the associated administrative details, and having to juggle schedules and assignments to accommodate employees' working days.

Nonetheless, the advantages often outweigh the disadvantages.

CPRI in London is one workplace where RPT is a viable arrangement.

Mary Fitzpatrick is the director of food services at CPRI. Like Eileen, she switched from full-time to part-time. A mother with children at home, she now works three days a week.

Mary is in management, and this arrangement is a pilot project to be reviewed in the new year. Although there have been growing pains, Mary is confident that the program will continue.

Mary Semotiuk, who is a public health nurse and parent-infant therapist, began working at CPRI on a part-time basis. Currently the acting assistant director of the visiting infant program, many of her staff are RPT. They are perceived as fully contributing members of the team.

"It's very good for morale," she says. "For part-time work to be satisfying for employees, there should be opportunities to attend meetings and conferences, and to have training."

Several have gone back to school, "and it enhances the program when



they bring their skills back to the job."

Overall, she's delighted with the way her job, and the other RPT positions in the program, have worked out.

On your way home from work focus your thoughts on your family, friends or home at least five minutes before reaching home. Turn off the radio or tape and stop thinking about work. Think about what you want to accomplish that evening. Prepare to be the kind of person you want to be when you walk through the front door.

Bryce Harper, the manager of Research and Program Evaluation in Strategic Planning and Inter-governmental Relations, thinks that part-time work can fill the needs of both employer and employee.

"Part-time jobs work well for people who are at the end of their careers and don't want to work full-time, or who have other job interests and are working elsewhere to make up the extra hours, or who want to spend more time with their families and don't need—or can give up—the income of a full-time job," he says.

Some positions, such as service- or client-oriented work, require daily continuity and aren't well-suited to RPT designation unless the work unit is large enough to provide the necessary coverage, Bryce cautions.

As quality-of-life considerations become more important to people, you may see more and more of your co-workers take on the RPT option—to their advantage, and that of MCSS. ●



Joe McReynolds

Joe goes to Municipal Affairs

After 22 years with Community and Social Services, Joe McReynolds has a new place to go to work in the mornings.

The former director of Operational Co-ordination started a new job in September. He's now the director of Intergovernmental Co-ordination and Consultation, a new branch of the Ministry of Municipal Affairs.

"My main thrust will be to develop strategies to improve the province's relations with local governments," Joe said in his last week at MCSS.

He will also co-ordinate Municipal Affairs input to any Cabinet submissions that may have an impact on municipalities.

Joe sees his new job as "an opportunity to gain another perspective on how the Ontario government operates, and to work in areas I haven't been in before. I'm very pleased to do it."

Joe started with MCSS' predecessor, the Department of Public Welfare, 22 years ago as a vocational rehabilitation counsellor in London.

His ministry career took him to Waterloo, North Bay, Barrie and Toronto, where he was area manager for seven years. He spent the last four years at Queen's Park. •

—Robert A. Miller

Remembering the three Rs

Recycling is not only the "in" thing to do—it's the smart thing to do.

Ontario is setting an example by becoming the first provincial government in Canada to create a substantial waste management program within government.

The program of three Rs—reduction, re-use and recycling—was launched in October at Queen's Park.

The program will be expanded to more than 120 buildings in Metro Toronto by the end of its first year, reaching 45,000 government employees.

It covers fine paper recycling, news-



paper recycling, a Blue Box program for recycling glass and plastic bottles and metal cans, and a cafeteria pilot project to minimize cafeteria waste in the Macdonald Block Queen's Park cafeteria.

In addition, a program of double-sided photocopying should save 29 tonnes of copier paper per year—about 500 trees' worth.

The goal of the program is to achieve, by the year 2000, a 50 per cent reduction in the amount of solid waste that ends up in landfill or incineration. •

SHORT TAKES

The new Cameron Bay Children's Centre in Kenora will be a co-operative project of Kenora-Patricia Child and Family Services and the Lake of the Woods Development Centre. MCSS is providing \$3.6 million to construct the 23,000-square-foot building, which will be shared by the two organizations...

London and Thunder Bay are the sites for a pilot project aimed at improving salaries to employees/clients who work in sheltered workshops. The local community support teams are involved in these projects...

In October, Minister Charles Beer announced funding of \$1.8 million to the **Maxville** Manor Home for the Aged (near Cornwall). The funds will be used to upgrade and renovate the 150-bed home, to provide outreach services, and to establish community living alternatives...

Rideau Regional Centre in **Smiths Falls** has a project that

brings new meaning to the phrase, "on-the-job training." In co-operation with Brockville's St. Lawrence College, courses are held right at RRC. So far, says professional development and training manager Greg Best, the courses offered are nursing and rehabilitation worker programs...

Maureen Casaola has worked for seven straight years in the **Windsor** Area Office with perfect attendance—ever since she came to work for the ministry. She is an income maintenance clerk who executive assistant Martha Young says is "a really special employee." Maureen received a gold cross pin at the 5-year mark from the area manager and was recognized again recently for the seven-year benchmark...

Do you have a news item for Short takes? Call Julia Naczynski, Dialogue editor, at (416) 965-7252, or FAX us the information at (416) 324-6722. Please submit items by February 1 for the next issue.



Joyce Paul, Carmel McConnell, Anne Lafontaine and her father Aurele set off together on the Terry Fox Run at Rideau Regional Centre.

Rideau holds 9th annual Terry Fox Run

The dreams of Terry Fox were kept alive at Rideau Regional Centre by residents and staff who participated in the 9th annual Run for Cancer Research in September.

The first set of participants included "Terry's Team" member Anne Lafontaine, a resident of RRC, and her father, Aurele Lafontaine. Anne—who chose to participate because of her personal involvement with cancer—took her title very seriously and collected \$158 in pledges, making her tops in raising pledges of the 60 people who took part in the RRC run.

Tops in pledges among the staff participants was Debbie Badour, a purchasing clerk at RRC.

Participants used a variety of ways of earning their pledges, including walking in groups, being pulled by horse-drawn wagon and being pushed around the route in a wheelchair.

This year's run was organized by Pegi Maxwell, co-ordinator of employee support and well-being. Pegi has been working hard to promote the wellness concept throughout the facility, and the Terry Fox Run was an ideal way to encourage wellness and contribute to a worthy cause at the same time.

The RRC run raised more than \$600 toward cancer research and was one of three Terry Fox Runs in the Smiths Falls area which raised more than \$10,000 altogether toward research. ●

Susan Best
Audiovisual Department, Rideau Regional Centre, Smiths Falls

Driving down the cost of travelling

A project to cut the costs of operating vehicles within the ministry is working better than expected.

Bill Mocsan, chairman of the MCSS Fleet Management Committee, reports that there has been a 12 per cent reduction in transportation costs and other benefits since the fleet management savings plan was introduced two years ago.

The committee had been aiming for a savings of five per cent. (See *On the road to cutting costs* in the Summer 1988 issue of *Dialogue*.)

The savings include a drop of nearly 300,000 kilometres in personal vehicle use; an increase of almost 600,000 kilometres in the use of ministry vehicles; and a reduction of 12.5 per cent in the number of motor vehicle accidents.

In dollars and cents, this has meant a savings of almost \$170,000 in direct dollars, says Bill, who is also manager of general services in Capital and Administrative Services Branch.

"The recognition should really go to the people in the field—they made it work," he says. In addition, senior management supported the project right from the start "and that really made it work."

The target for this fiscal year is a cost reduction of 2.5 per cent, or about \$125,000. ●



Dave Rudan
Graham Lethbridge proudly shows off a gold watch given to him in October at his retirement "roast." Graham, a program supervisor with the Owen Sound Local Office, retired after 15 years of service to the ministry. During his career, he held such positions as regional director, adults in the Central Region and director of operational support. He began his service as district director in Lindsay in 1974. Prior to joining the civil service, Graham served as chaplain at Westminster Hospital in London and later carried out the duties of canon and archdeacon in the Anglican Church. Graham and his wife Marion were feted by about 80 friends and colleagues at a festive retirement celebration in Kitchener.

Just so you know...

The photograph at the top of page 16 in the Fall issue of *Dialogue* (part of the story, *On the way back*) was a panoramic view of the Grassy Narrows reserve.



Brian Pickell

These are some of the 23 individuals who were honoured by the Royal Canadian Humane Association at a recent reception hosted by MCSS. (That's Minister Charles Beer second from the right.) The recipients are individuals from throughout the province who, without regard for their own safety, risked their lives to rescue others from life-threatening situations. Some of the situations involved entering burning buildings, rescuing individuals from drowning and assisting the police in capturing escaping criminal suspects. This is the third year the ministry has hosted the awards reception. The RCHA has been recognizing individual heroism since 1894.

Hi-tech help spotlighted at conference

More than 20 presentations were given at the recent Technology For Everyone conference hosted by Southwestern Regional Centre with the National Research Council.

Among the speakers was John Dowling of the Easter Seal Communication Institute, one of four adults with speech handicaps who address groups on issues such as augmentative communication.

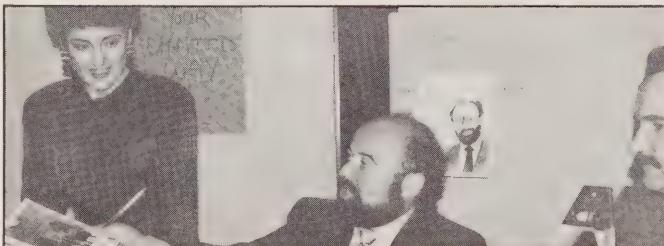
The development of ways to use



John Dowling addresses participants at the Technology For Everyone conference.

The write stuff

The Operational Co-ordination Branch found a "novel" way to raise money toward the United Way campaign. They held an autographing party featuring author Marvin Ross. A planning officer with the Central Regional Office, Marvin is also the author of humour books *Reigning Cats and Dogs* and *Sorry Daddy* as well as a recent book on Alzheimer's disease, *The Silent Epidemic*. The books were donated



by the publisher with all proceeds going to the United Way. Sylvia Verrecchia of Operational Co-ordination and Hugh Robinson from the Toronto Area Office kept Marvin company during the autographing party. ●

computers and technological aids to foster independence and self-identity despite physical limitations is in its infancy, but progress in this field is advancing. One of the goals of the Technology For Everyone conference was to multiply those efforts.

More than 250 participants attended. They heard talks by such people as Dr. Morris Milner of Toronto's Hugh MacMillan Medical Centre, Orest Roy of the National Research Council, Dr. Bruce Vachon of the ministry's Program Technology Branch and Shirley McNaughton, a pioneer in augmentative and alternative communications who is an inductee of the Order of Canada. ●

Joan Eastman

Information Officer, Southwestern Regional Centre, Blenheim

People on the move

Michele Noble is now Assistant Deputy Minister (ADM) of Operations, succeeding Randy Norberg who is now Deputy Minister at the Ministry of Citizenship.

Bob Cooke became Acting ADM for Family Services and Income Maintenance, with Tom Barratt taking over as Acting Director of Income Maintenance.

Sue Herbert is Acting Director of Operational Co-ordination, taking the position vacated by Joe McReynolds. ●



Michele Noble



Agency worker Kevin Fox, resplendent in a Scottish kilt, presents a delighted Inez Noguchi with a new golf bag on the occasion of her retirement from MCSS's Guelph office.

Bon voyage Inez

Inez Noguchi retired in June after 30 years of service to the Ministry of Community and Social Services—all in the Guelph Local Office.

More than 60 colleagues, friends and family members gathered to pay tribute to Inez for her long career as an income maintenance officer. Among them were co-workers Ruth Hamill, Val Smith, David Brubaker—himself a 20-year veteran—Gord Sloan and Rhondda Lymburner.

Formerly a registered nurse at Guelph's Homewood Sanitarium, Inez entered what was then Ontario's Department of Public Welfare in 1959. As was noted during the festive tribute, at that time there was no local ministry office and workers were required to work out of their own homes.

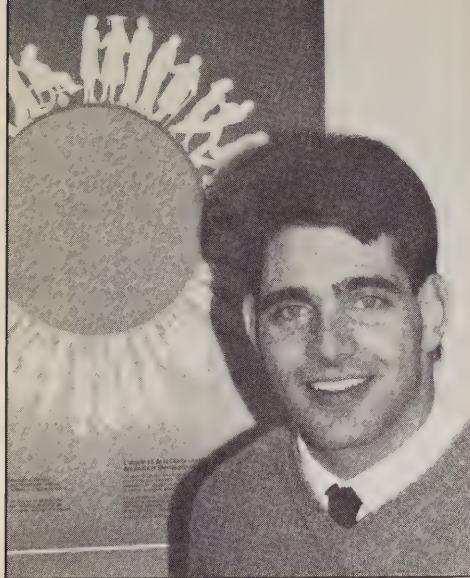
Inez was presented with a written tribute from former minister John Sweeney and a plaque signed by Premier David Peterson.

Inez is an avid golfer and one of the highlights of the evening was the presentation of a new golf bag by a kilt-clad Kevin Fox, a local agency worker with a flair for theatrics. Kevin enchanted the gathering with a rendition of a song, *She Did It Her Way*, with lyrics written especially for the occasion.

With her husband Seigo, Inez has travelled widely, and more travel definitely figures in their plans for the future. Inez and Seigo are also keen bridge players who compete at bridge conventions. ●

Tom Tustian

Income maintenance supervisor, Guelph Local Office



Matching people to jobs

A project to match people who have disabilities with job openings in the Ontario government is well underway. Job broker Dan Thompson is in charge of the disabilities initiative project, a test pilot project being shared by MCSS and the Ministry of Health. The one-year project aims to place a total of 20 people with disabilities in jobs within the two ministries in Metro Toronto by the end of March. So far, six placements have been made. If you're a manager interested in hiring qualified candidates, or you're a person with a disability who would like to have your name added to the candidates' list, call Dan at Employment Equity at (416) 963-1976.

LETTER TO THE EDITOR

Dave Rudan's article in the Fall issue of *Dialogue* (*Career counselling at ORC*) is superb. It really brings forth the message that we wish to project about the Career Centre, both to persons external to Oxford Regional Centre and to our own staff. We received a phone call from a *Dialogue* reader inquiring about the Career Centre the same day that we received our issue of *Dialogue*—a rather immediate return.

Once again, heartfelt thanks for your support.

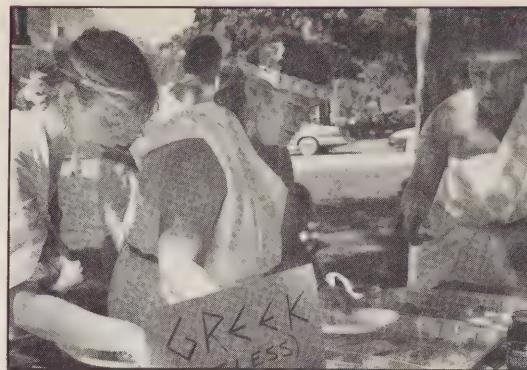
Marg Foy, Co-ordinator
Career Centre, Oxford Regional Centre

Don't forget to write...

We're always happy to hear from readers, especially those who have an idea for a story or photo for *Dialogue*. Better yet, if you like to write, or take photos, you can send us your submissions—you'll get the credit, and see your name in print.

Office- or ministry-related events in your area, special projects, personal news or milestones achieved by your co-workers are all possibilities for stories or photos.

Contact the editor, Julia Naczynski, or editor-in-chief, Robert Miller, at the MCSS Communications and Marketing Branch, 7th floor Hepburn Block, Queen's Park M7A 1E9. Or, call us at (416) 965-7252, or you can FAX us at 324-6722. ●



United Way campaign

Foods from a multitude of countries were a big drawing-card at the World's Fair that kicked off the 1989 United Way Campaign at Queen's Park. Souvlaki, Greek salad and baklava quickly sold out at the MCSS booth, which featured a Grecian theme. Helpers Diana Matheson, Margaret Bailey and Nanci O'Neill got into the spirit of the occasion with flowing toga costumes. The ministry's goal toward the \$2.25 million campaign was \$113,000. ●

THE LAST LAUGH

Just about the time you think you can make both ends meet, somebody moves the ends.



The amount of sleep required by the average person is usually five minutes more.



The only thing I exercise these days is caution.



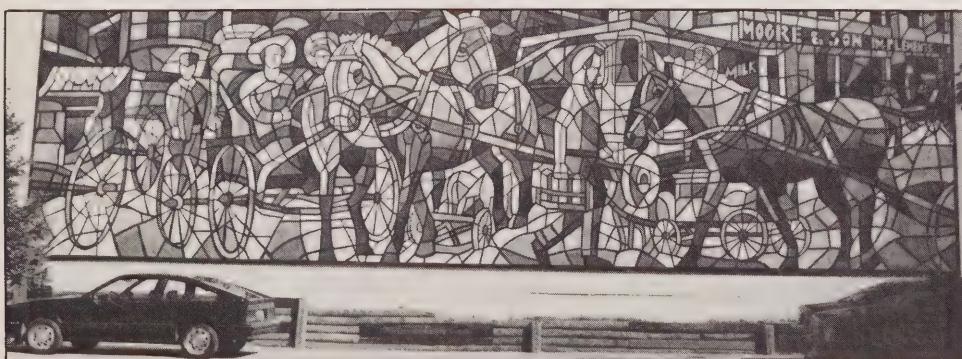
Anybody who thinks money is everything has never been sick—or is.



The trouble with making experience your teacher is that the final exam always comes before the first lesson.



Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to: The Editor, *Dialogue*, 7th Floor Hepburn Block, Queen's Park M7A 1E9. ●



Julia Naczynski

Staff at the MCSS local office on Division Street in Welland work in what must be the most colourful address in the ministry's Southwest Region. A mural that covers the entire side of the building graces the west wall of 266 Division. The mural is one of 24 in Welland that is part of a permanent outdoor gallery of art named the Festival of Arts. Painted during the summer by artist Andrew Miles, the Division Street mural is called Wagons and depicts transportation in the pioneer days of the town—very appropriate because it overlooks a car parking lot! ●

A framework for the future

A new approach to "doing business" will support and encourage staff in working together

by Carol Latimer

The winds of change are in the air throughout the Government of Ontario and nowhere is it more evident than in our own ministry. As the private and public sectors alike prepare for a new decade, MCSS will not be left behind.

In recognition of the increasing demands that will be placed on us in the 1990s, and the ever-changing environment in which we operate, MCSS has adopted a new approach to doing business—one that is designed to benefit staff, improve client services and help us to manage our resources more strategically.

Over the past two years, a number of change-oriented activities have taken place throughout the ministry to deal with barriers to communication and ineffective management processes.

"The foundation of the change we are undergoing is the empowerment of staff," explains Ron Murray, manager of the strategic organizational issues project.

Empowerment will enable people to become involved in administrative management as well as the creation of new policies, programs and services that will meet changing social needs.

"It's part of a broader vision of the ministry as part of the human services system, in which clients, agencies and communities are also empowered to participate."

In late 1987, the Organization Issues Survey was undertaken to find out how staff viewed the ministry and to identify issues affecting inter-divisional co-operation.

Using the results of the survey as a guide, a team of people worked from May 1988 to January 1989 creating the *Management Framework* as a tool to resolve many of our inter-divisional issues.

As the source of much of the change around the ministry, the *Framework* document clarifies the roles and responsibilities of divisions. It sets out performance standards for developing policy, designing programs, then

planning and implementing them. The *Framework* also establishes a process for Executive Committee to assign priorities to all interdivisional projects.

As part of the priority-setting exercise, all inter-divisional projects are directly linked to the strategy they support in the Corporate Plan. In this way, Executive Committee can manage the ministry's workload while targeting limited resources at those activities given highest priority based on our strategic goals and objectives.

To improve communication across divisional boundaries, project teams will be used for work on inter-divisional projects. Both the leaders and members of teams will be selected from a talent bank (or pool) of ministry staff who have expressed an interest in participating in these activities.

Once Executive Committee has assigned priorities, project teams will be formed to work on those initiatives with the highest priorities. In some cases, staff may be reassigned to the higher-priority projects.

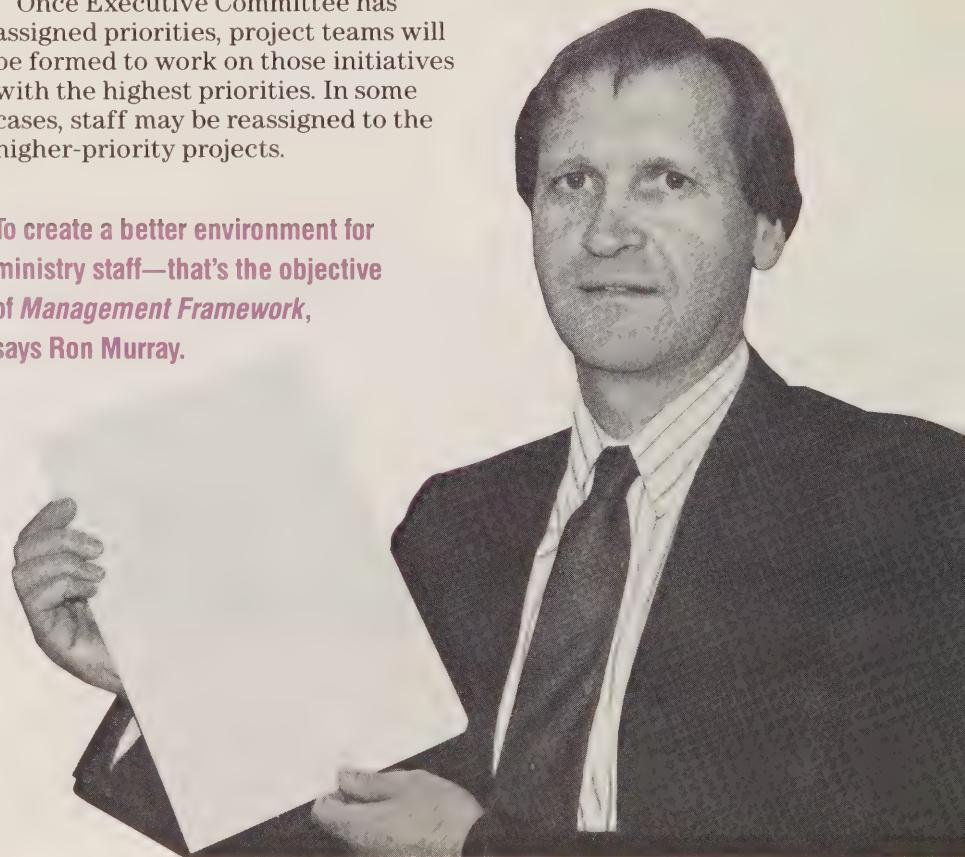
To create a better environment for ministry staff—that's the objective of *Management Framework*, says Ron Murray.

Project management guidelines have been prepared as support and guidance to teams. The guidelines provide a general orientation to project management and describe how to initiate a project, as well as how to plan, track and report on the project's progress. They also suggest directions for the overall management of projects. Training will be available for leaders and members of teams.

Says Ron: "The *Management Framework* provides us with the tools we need to face the future and create a better environment for staff—while improving the work that we do." ●

Carol Latimer is executive assistant to the MCSS Executive Committee.

Management Framework and Project Management Guidelines are available from Ron Murray at (416) 965-7683.



dialogue

CAZON
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*Access to
permanent housing*

*Cardinus:
building
a co-operative
community*

*STEP toward
reform*





Ministry of
Community and
Social Services

Charles Beer
Minister
Valerie A. Gibbons
Deputy Minister

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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COVER:

In her apartment at Ottawa's Cardinus Housing Co-operative, Debbie Vincent, seated, challenges Judy Dinsdale to a computer version of "Jeopardy." Cardinus is a community created to give its members, disabled or

not, more control over their own living situation. See page 6 for the story. In this issue, we look at how other residents of Ontario have organized to create more stability in their home life. Cover photo by Robert A. Miller.



"Achieving our potential together": the Corporate Plan

Achieving our potential together" is the theme of the ministry's directions in the 1990s, which are outlined in the Corporate Plan publication.

The 30-page document was released in January and expands on many of the objectives in the 1987 Corporate Plan. It's the second cycle of the ministry's strategic planning process.

The Corporate Plan looks toward the future, says Bryce Harper, the manager with Strategic Planning and Intergovernmental Relations who oversaw the writing of the Corporate Plan. However, it's not a blueprint, he says.

"Discussion is expected and welcomed, both on the stated directions and on how best to achieve them."

The Corporate Plan puts emphasis on five strategic directions:

Self-reliance: Strategies for clients on social assistance, persons with developmental handicaps, and independent living



for disabled and senior citizens.

Generic services: Strategies for child care services, a review of the children's service system in relation to the Child and Family Services Act, comprehensive reform of long-term care and further development of a new Community Services Act.

Prevention: Strategies regarding a prevention policy framework appropriate for social services; research and demonstration programs to obtain data on programs for children and families at risk.

Community management: Strategies that continue to explore options for divestment to local authorities and the future role of local governments, communities

and agencies, as well as ensuring that support is available to help funded agencies meet public objectives.

Strategic management:

Strategies include developing new partnerships with other ministries to co-ordinate social services for people to meet their health, education and housing needs; developing a framework to guide the ministry in its negotiations with the federal government that includes the Social Assistance Review Committee recommendations; assessing the recommendations of the Provincial-Municipal Social Services Review Committee report and implementing a plan; continuing to implement the ministry's human resource and technology plans; and further developing financial management systems.

The "Achieving our potential together" theme will be supported by a ministry communications and marketing strategy developed by the Communications and Marketing Branch.



Photo: Brian Pickell

Lunch in the Legislature

Judy Clapp was the lucky winner of the "Lunch With the Minister" draw organized by Operational Co-ordination as a fundraising event for the United Way. Judy, who is assistant administrator of clinical support services at Muskoka Centre, visited the Queen's Park legislative dining room in January and enjoyed the distinguished company of Minister Charles Beer over lunch. The draw raised several hundred dollars for the United Way campaign.

A new kind of burn-out

A new term has been coined for the stress and burn-out experienced by some workers in social services: compassion fatigue.

As many as 20 per cent of care-giving professionals suffer from compassion fatigue, which was a workshop topic at the recent National Association of Social Workers conference in the United States.

Victims are often people who take on too heavy a load of other people's burdens, leaving little time or energy for themselves. They become disillusioned and depressed; work too much, sleep too little and sacrifice their personal lives for their work.

To combat the problem among their staff, some U.S. hospitals are offering support programs that include classes in stress management.

Count them in

When Statistics Canada census-takers hit the streets in 1991, the tally will include, for the first time, a count of Canada's homeless population.

Census-takers in the special project will be going into alleys, soup kitchens and parks in their efforts to count people who don't have a permanent address.

The information that will be obtained will help social service agencies plan future aid to people who are homeless.

The Canadian Council on Social Development estimates that at least 130,000 people used one of Canada's 470-plus shelters in 1986.



Photo: Robert A. Miller

Money in the bank

The sign on the counter – staffed by assistant co-ordinator Cathy Ferguson and administrative assistant Brenda Barber – is aimed at encouraging queries about the direct-deposit project in the Peterborough Area Office. The sign's meaning: If you are here to pick up your Family Benefits cheque, did you know it can now be deposited directly to your account? Read all about it in the next issue of *Dialogue*.

Executive appointments

Jane Marlatt, the new Assistant Deputy Minister, Family Services and Income Maintenance, came to MCSS from the Cabinet Committee on Social Policy, where she was executive co-ordinator.

She also served as the acting secretary of the Policy and Priorities Board for six months.

Prior to that, Jane was with the Ontario Women's Directorate as the director of the Consultative Services Branch, with responsibility for employment equity programs for women and pay equity policy development.

Michael Ennis has taken up duties as the joint Assistant Deputy Minister of Community Health and Long Term

Care. Michael Mendelson, who previously held the joint MCSS/Ministry of Health assignment, is now ADM responsible for the Office of the Budget and Intergovernmental Finance.

Timo Hytonen has been appointed acting Assistant Deputy Minister for Information Systems and Applied Technology.

He is replacing Ola Berg, who has been assigned to lead a comprehensive study of planning and delivery of services within MCSS and the Ministry of Health. In addition, Ola will work with the corporate government review being carried out under the direction of Dr. Bernard Shapiro, Deputy Secretary of the Ontario Cabinet.

Anti-Drug Secretariat

Jon Kelly has been named director of the new Provincial Anti-Drug Secretariat.

This new office co-ordinates the government's efforts in devising policy and initiatives on the issue of combatting illegal drugs.

In his new role, Jon co-ordinates

up to 30 programs across 10 ministries which will be designed to address education, prevention, treatment, rehabilitation and enforcement.

Previously, Jon was director of the MCSS Services for Disabled Persons Branch.

by Prudence Whiddington

Recipes for Finding Homes

COMBINING THE RIGHT INGREDIENTS FOR ACCESS TO PERMANENT HOUSING



Illustration: Linda Sanderson

Take concerned communities, add enthusiasm and imagination, combine with energy. Form into dedicated committees and work hard.

The result: many small miracles that are helping to solve the problem of homelessness in Ontario. Serves: homeless people and those at risk of becoming homeless. Time: the present.

The 1987 International Year of Shelter for the Homeless focused attention on homeless people: why they are homeless, and what can be done to help them find permanent places to live.

Local grassroots movements gathered strength. By early 1988, several communities throughout Ontario had set up small groups and committees to answer these questions for themselves — well knowing that community residents are the ones who best understand the situation in their own areas.

Several communities had already started to work on finding solutions. For example, a group of single mothers in Gananoque formed a

group, determined to look at what they felt could be improvements in child care, transportation and, especially, in finding housing.

In 1988 and 1989, many communities in Ontario formed Access to Permanent Housing Committees (APHCs) to focus the energy that was already being generated. These committees are part of a province-wide initiative by the Ministry of Community and Social Services and the Ministry of Housing to encourage community organizations to help find housing for people who are homeless. By the beginning of 1990, 37 APHCs were in action, in communities such as Sudbury, Gananoque, North Bay, Peterborough and Guelph.

The committees consist of concerned citizens from all walks of life. Unemployed people, senior executives, senior citizens, homeless people, social workers, property owners — all got together. They examined local problems. They sought practical and workable solutions. They brought forward proposals for finding homes, which they presented to their municipalities

for approval before approaching the ministries.

In Gananoque, municipal officials were at first reluctant to believe that in their beautiful tourist-oriented community a significant number of people are homeless. Twice, the committee's proposal for a rental housing registry and a network of community support groups was presented.

Theresa Edwards, a member of the early Gananoque group and now chair of the APHC, was convincing in her personal experience and knowledge. "How many of *you* know what's out there?" she demanded.

The second presentation brought success. Council became aware of the need for permanent housing and are now being actively helpful.

Just as active as the Gananoque committee is the Guelph APHC. Fundraising by committee members plays a large part in the committee's activities. Donations from churches, from the public, and through a special Tag Day have been especially helpful in the efforts of the "Last Month's Rent" sub-committee, whose title speaks for its necessary work among people who want to rent.

The Tag Day was validated by the police department, the Canadian Legion lent its poppy collecting boxes, and 70 volunteers worked two-hour shifts: a real community effort. Tag Day proved to be so successful that it may well become an annual event.

The project presented by the Guelph APHC (and approved) is an information and advocacy service

"**P**eople may be homeless, but they may not be houseless."

with an emphasis on landlord-tenant mediation.

Although finding housing for homeless people may bring a sense of kinship to communities throughout Ontario, the physical conditions in which the APHCs operate in southern Ontario are very different from those in the north. There, the great distances between towns and cities, the smaller populations, the harsher climate, the large size of administrative areas, and the far-flung municipalities without wide tax bases all conspire to compound the problems of how best to connect homeless people to suitable housing.

In northern Ontario, one of the first committees to address homelessness was the Sudbury APHC. Its project has been up and running successfully since the beginning of 1989.

A central housing registry is available to anyone who needs housing, including people with special needs. If appropriate, registry staff can refer applicants to legal services, intercede with landlords on behalf of a prospective client, and encourage landlords to list their premises with the registry.

Included as part of the project are educational workshops, and efforts to improve the community's co-ordination of its various ways of approaching homelessness.

Shaun Hopkins, chair of the Sudbury APHC, points out the true meaning of the word "homeless." "People may be homeless, but they may not be houseless," she says, explaining that those in need of a permanent home include people in substandard housing. Committees in many areas help landlords (and would-be landlords) to find ways of improving their premises so that these can be listed with confidence.

In November 1989, Sudbury sponsored the first northern APHC conference. Held in the city, more than 50 people attended the weekend meetings, including representatives

from all seven committees in the north. It did not include guest speakers. Its main purpose was to encourage communication among the delegates, who would be their own public relations specialists in discussing successful ways of finding housing.

And, as all the APHCs have found, there are indeed numerous successful ways — from housing registries and support programs for people who have trouble finding and remaining in permanent housing, to special help for disadvantaged groups and changes in bylaws. As of January 1990, 70 projects were alive and well.

A statement concerning the APHC Chairs' Conference held in Kitchener in February 1989 reads: "For every homeless person in the province, there are 200 empty bedrooms." APHCs are searching diligently for this accommodation, to try to ensure that it becomes available to the people who need it.

Access to Permanent Housing Committees are helping to make the dream of safe, decent and affordable housing for all Ontarians come true.

Writer Prudence Whiddington recently retired from the MCSS Communications and Marketing Branch.

Community residents are the ones who best understand the situation in their own areas.

Co-ordinating efforts in smaller communities

As co-ordinator of supportive housing with the MCSS Peterborough Area Office, Barb Johnston is the ministry's representative on four — soon to be five — Access to Permanent Housing Committees in the Peterborough area.

Barb finds it inspiring to work with the volunteers who sit on the APHCs for Victoria, Durham, Northumberland counties and Peterborough (and soon, Haliburton). "These are fantastic committees of volunteers that provide a real community focus on the issue of homelessness," she says.

Along with her fellow committee members, she is acutely aware that homelessness is not just a big-city problem.

"There's a perception that homelessness is not our problem" — that it's a problem created by people coming into the area from Toronto or other cities, she says. "We've got to get people to realize that it's a local problem and it's their own community — and neighbours — who need the help," she says.

The homeless and potentially homeless are often working people who can't keep up with the escalating cost of housing.

"People who are paying 60 or 70 per cent of their income on rent can't live like that... There aren't enough affordable apartments available."

As co-ordinator, one of Barb's roles is to carry the best ideas of each committee to

the others. "That way, they're not re-inventing the wheel."

All the committees have set up housing registries, but are finding they have more people looking for housing than they have property owners with units to rent. For that reason, the committees are becoming more innovative in finding ways to increase the supply of housing — for example, some are approaching local municipal councils to seek zoning changes that will permit basement apartments.

The Victoria APHC is planning a symposium in April aimed at the homeless or potentially homeless, with the idea of providing them with encouragement. "We want to get to the people who are experiencing this problem, and empower them," Barb explains.

The committees have come to the realization that there's a need for public education about who the homeless are. "There's a lack of understanding," notes Barb. Homeless people are often the working poor — "They could be you, or someone you know."

-J.N.



Barb Johnston

THE CARDINUS WAY

Independent living in a co-operative community

Last August, John Shaw moved to a new home and started a new life. At age 28, he left his parents' home in Ottawa for a brand new building on the city's south side.

His new home is Cardinus Housing Co-operative, a pleasant red brick building with up-to-the-minute architectural touches, such as balconies festooned with bright blue railings.

But Cardinus is much more than a building — since last summer, John Shaw and 125 other residents have created a community. As well as the architectural features, they've made sure Cardinus sports the latest accessibility features, such as wide hallways, accessible kitchens, "roll-in" showers for wheelchairs, and many more.

Twenty-one of the 78 apartments at Cardinus are "accessible," and it

was people with disabilities who started Cardinus in the first place.

Their plan was to build fully integrated, fully accessible apartments in a co-operative setting. "We wanted to build with the whole community in mind — disabled, able-bodied, seniors, children, singles, couples, and also with 24-hour, on-site support services," says Joyce Robbins, one of the founders of Cardinus.

Joyce is board president for Daly Support Services, which provides services to 14 disabled residents at Cardinus. Daly Support Services draws on nearly 10 years of experience gained through operating another program at another Ottawa co-op, Daly Housing Co-operative.

To establish Cardinus, Joyce and her co-founders obtained construction funds from the Ministry of Housing. The support services component is funded by the Ministry of Community

and Social Services, through the Attendant Care program.

It's no accident that Cardinus is set up as a co-operative.

Joyce says the co-op philosophy was the group's first priority. "It's the best way for residents to have input at all levels, a way they can have a say in how their community is run." All residents are co-op members with rights as well as responsibilities — notably, everyone participates on the committees which run the co-op.

Disabled residents of Cardinus can book up to four hours of regular care each day. They can schedule help in getting out of bed in the morning, getting dressed, cooking or being fed, as needed. They can ask for help with bathing, their bowel and bladder routines, and taking medication.

As well, an attendant is available by phone at all times, stationed in Apartment 209, a two-bedroom unit which has been turned into the Daly Support Services office. From there, team leader Franco Morales supervises five full-time and seven part-time attendants.

"We like to call them independent living assistants," says Judy Dinsdale, the co-ordinator of Daly Support Services (see front cover).

"We only do for the residents what they can't do for themselves. Our clients are expected to go out of the building, get their own groceries, do their own banking, find their own friends. We're just really their arms and legs."

When John Shaw stops by Apartment 209 to say hello, he describes how his life has changed since his move to Cardinus last



John Shaw, right, stops by Apartment 209 on his way home from shopping. He has just purchased the painting held by Franco Morales, team leader for Daly Support Services.

August. He says he's enjoying his new environment, and likes the on-site care. "When I lived with my parents, they didn't mind giving care to me, but I knew they got tired," says John, who has cerebral palsy and uses a wheelchair.

Now, in his new one-bedroom apartment, John is able to host his own get-togethers. "I had a party with all five of my brothers coming, and we had 27 people in my place," he says with a huge grin; there were so many people, they had to bring chairs. He still visits his parents every Sunday for supper. "That's when I get fattened up for the week," he says with a laugh.

Like all Cardinus members, John participates in the co-op's operation, as a member of the parking committee. "The first couple of meetings, I just watched," he says, but now he pitches right in. This past Christmas, John organized a party for Daly Support Services staff and clients, held in the co-op's Common Room.

John is studying computer technology at Algonquin College. To get there, he travels by ParaTranspo, part of Ottawa's transit system. When he graduates, he hopes to work for the federal government.

Debbie Vincent lives in a ground-floor apartment with her husband John. Debbie and John had been living in their own house in Vanier, but when they heard about Cardinus, they jumped at the chance to move into a co-op setting. "We were so desperate, I was calling for help," says Debbie, who has muscular dystrophy. Her husband's back was starting to give him problems because he needed to lift Debbie so often. "Being here in the apartment is better because of the 24-hour help on call," Debbie says. "This is great."

"I like being able to book my own schedule for the times I need help," she says. She is also getting to know people in the building. "It's easy to get to your neighbours' place here." The only drawback is having a smaller living room than the one in her previous home.

Since moving in last August, Debbie has signed up for the Cardinus newsletter committee. "I'm also



Joyce Robbins puts the kettle on in an accessible kitchen at the Cardinus Housing Co-operative. Joyce is one of the founders of the Ottawa co-op.

thinking about running for the board of directors — that's something I've never done before," she says.

Debbie spends a lot of time at her personal computer, typing some of the Cardinus newsletter or letters to friends, or playing one of the several computer games on her system.

As well as the on-site care, Debbie gets assistance from a visiting homemaker and a physiotherapist. She says she's tempted to try the whirlpool bath that was recently installed in Apartment 209.

Up on the sixth and top floor, Jim Von Egmond is rousing himself from a sleep to greet several visitors. "When my body temperature goes down, I get sleepy," he explains.

Jim was an Ottawa firefighter until about a year ago, when he had a serious accident. Ironically, it didn't happen on the job, but while he was skiing at Banff. The accident left him a quadriplegic, and he spent time in a rehabilitation hospital before moving to Cardinus.

Now, by using some sophisticated technology, Jim is able to control many of the functions of his apartment. From his wheelchair, he can open and close the apartment door, operate all the lights, the television and his music system. He can also tilt his chair right back to take a snooze.

Jim drives his wheelchair using a "tash" system; puffing or sipping with his mouth into a blow tube activates the chair. The technique gets to be second nature after a while, "but I have put a hole in the drywall here and there," he says with a smile.

The Ottawa Fire Department wants him to become a trainer for their new recruits and to work in

research and development, including computer work. "Right now, I'm concentrating on getting my life and my body into some sense of order," he says.

"I like the idea of 24-hour care, but with the maximum of four hours care a day, sometimes my basic care can eat up a lot of that time," he says to MCSS program supervisor Mark Charron, who is one of his visitors today.

Mark takes note and says, "We need ideas from people like yourself as to how it should work," as he describes the MCSS/Ministry of Health plans for improvements to long-term care for people such as Jim.

Later, Mark says that Cardinus is clearly on the right track. "The Daly Support Services people have always been strong advocates for people with disabilities. They have really put a lot of effort into making Cardinus the success that it is."

Robert A. Miller is the editor-in-chief of Dialogue.

"Right now I'm concentrating on getting my life and my body into some sense of order."



By using sips or puffs, Jim Von Egmond controls the speed and direction of his wheelchair, as well as many functions in his Cardinus apartment.



STEP TOWARD REFORM

Change is well under way to improve the social assistance system



Charles Beer

In March, Minister Charles Beer spoke at a meeting of the provincial Social Development Committee.

Following are excerpts from his address.

Thank you for this opportunity to discuss the challenge we face in combatting poverty in Ontario. I am grateful to the committee for providing an opportunity for meaningful discussion on this issue.

One public measure of need is the number of people who require the help of food banks. Food banks were intended as a short-term stop gap, not a long-term solution. They represent dependence, rather than independence. In this respect, they differ sharply from the long-term approach this government believes is essential to get at the root causes of poverty.

Our goal, as echoed in *Transitions*, the report of the Social Assistance Review Committee, is "to ensure that individuals are able to make the transition from dependence to autonomy, and from exclusion on the margins of society to integration within the mainstream of community life."

Our ability to do that is a test of not only our province's compassion and fairness, but also our competence and foresight.

The strength and stability of our society is largely a measure of how well it offers those who have been left behind a chance to catch up. Our province's economic well-being and growth depends primarily on how well we develop the potential of our most important resources — people.

When we look at the facts surrounding poverty, we see reasons to be alarmed. But we also see reasons to believe that we can make tremendous progress.

People have demonstrated that when they are given the opportunity to escape poverty and dependence, they grasp it.

At one time, many believed that people who received social assistance did so because they didn't want to work. The common myth was that once someone started collecting benefits, they never stopped. These myths have been proven wrong.

The vast majority of recipients are sole-support families and people with disabilities. In fact, more than 40 per cent of beneficiaries are children.

Employable working-age adults receive assistance on average for about seven months. Single parents average between three and four years

on the system: the average for recipients with disabilities is slightly more than five years.

Times have changed since the days when most women stayed home, the large majority of families had two parents and unemployment rates were consistently low.

Times have changed, and our approach to social assistance has changed too.

On May 18th, 1989, a \$415-million commitment by this government ensured that Ontario's social service system would be an integral part of the opportunity network.

My ministry's strategy, as reflected in the May reform package, is to assist people towards economic independence, so they can move into the mainstream of society, support themselves, and get off social assistance programs.

Our goals were developed with the help of those who are most familiar with the problems, including the people who receive social assistance themselves.

A cornerstone of our reforms is the opportunity to work without losing essential housing and health benefits.

This is being addressed through the Supports to Employment Program, or STEP. My ministry unveiled STEP last May, and implemented it last fall.

Le't's look at the challenge of helping those who work in low-paying jobs.

Under the STEP reforms, people can continue to receive needed assistance even if they have a full-time job. Out-of-pocket expenses for child care are taken into account in calculating the recipient's cheque. Other basic working expenses are also compensated. Beyond the basic working expenses, recipients retain 20 per cent of net earnings, rather than lose a dollar for every dollar they earn.

We are already seeing positive results through these changes and

through STEP. Although the reforms have been in place for only a short time, there is already evidence that they are helping people to do what they want to do: get jobs that will allow them to make their own way.

Compare the Family Benefits case loads of last September with those this past January. With the impact of the STEP reforms over these past four months, there was a significant increase in recipients with earnings — from 21,200 to 27,400. That's almost 30 percent more people working. The average monthly gross earnings increased from \$320 to \$425 — a 33 per cent jump.

The bottom line is that more people receiving social assistance than ever before have more money for food, shelter, clothing and other necessities. These early but very positive results bear out the fact that people on social assistance would prefer to be working.

Beginning last October, we made available \$54 million to increase benefits for recipient families with children.

Let's put these measures into perspective. Consider a single-parent family with three young children, paying rent of \$650 per month. That family received \$262 more this past January than it did in January of 1989.

The Family Benefits Act and the General Welfare Assistance Act were passed almost a quarter of a century ago. Since that time, the world has changed in many ways, but the legislation has not kept pace.

My ministry will introduce new legislation to ensure fairness — and replace complexity with clarity.

We expect to have all of the groundwork completed to bring a bill forward following extensive consultation. Many will be disappointed that the pace of legislative reform is not faster.

However, we are dealing with a complex set of questions. More than 200 issues have been identified. It is

important that we get this legislation right.

For that reason we are putting together an advisory group on new social assistance legislation.

The final area I would like to discuss is the need to build a new partnership with the federal government. There is an obvious need for national reform.

Several of the measures we are trying to pursue to reform social assistance require the co-operation of the federal government, including a new federal-provincial program targeted specifically to children, and a new approach to income security.

The federal budget's 5 per cent cap on the growth of Canada Assistance Plan funding for Ontario will take away at least \$160 million of social service funding in the first year alone.

This is the first constraint that a federal government has ever placed on the Canada Assistance Plan. It could hardly have come at a worse time. The finance minister (Michael Wilson) himself has forecast higher inflation — particularly after the Goods and Services Tax is implemented — and an 8.5 percent national unemployment rate next year.

Ladies and gentlemen, we have come a long way. We've reduced some of the barriers people face in the struggle to move from dependence to independence. But we still have a long way to go.

The Government of Ontario is committed to continuing the progress. We are determined to replace poverty with opportunity and dependence with self-reliance. We will ensure that all of the people of Ontario can achieve our potential together.

SECOND STAGE TO A NEW LIFE

Second-stage housing provides women and their families with a bridge between emergency shelter and independence

For most of us, the idea of being without a place to call home is inconceivable. For others — often, people who are getting back on their feet after a life crisis — there is a fine line between having an address and living on the street, especially those who no longer need or qualify for short-term emergency shelter.

The accommodation gap can be filled by second-stage housing — low-cost homes that are available for people who need some help while re-establishing themselves in the community.

Like many cities, picturesque Kingston has a very low vacancy rate — something in the

neighbourhood of 0.5 per cent. Coupled with that is its institutional character of universities, the military, hospitals and prisons. Students and workers take up much of the low-priced rental housing; there isn't much left over for people who have recently been released from prison, people who have left emergency shelters or those who have low incomes.

"We are answering a very real gap in services in Kingston for women to carry on and establish their lives," says Sally Wills, executive director for the Elizabeth Fry Society of Kingston.

She is referring to Kaye Healey Homes, a network of 11 duplex and triplex properties scattered throughout the city that provide 25 geared-to-income apartments for women and their dependents for as long as they need it. MCSS provides the funding for support services for the tenants of Kaye Healey Homes; the Ministry of Housing provides funding for on-going operation.

The tenants are women and their dependents who show social and economic need for permanent, low-cost housing. They include women who have been victims of domestic violence, survivors of sexual abuse,

women with substance abuse problems — "any problem you can think of," says Sally.

"The women are very high-need and are at high risk of slipping into difficulty," she says. Often, the women are poor and have social problems.

In operating a group home for women in conflict with the law, the Elizabeth Fry Society came to realize that lack of resources — that is, housing — is a real problem for many women. Kaye Healey Homes was set up as a preventive measure.

The board of directors looked at 180 properties in Kingston before finding the units that could meet their needs — "and that we could afford," notes Sally. They made all the purchases within four months to meet a December 22, 1989 deadline. Already there is an ever-growing waiting list of about 100 applicants.

Tenants are selected on a first-come, first-served basis, although "if you're homeless, you go to the top of the list." About 70 people can be accommodated in total.

The community support worker, Karen Baldwin-Porter, helps potential tenants obtain their units (a selection committee makes the decision). Karen provides on-going counselling and support, which includes helping tenants obtain schooling and Family Benefits, legal services and referral to other agencies' services. The project administrator, Cherilyn Mishell, assists the tenants in managing their homes, including routine maintenance and care as well as the needed skills

to manage on their own.

"For many of the women, this is a second start and a chance to making a success of their lives," says Sally.

At first glance, Ingamo Family Homes appears to be an enclave of exclusive townhouses nestled in a new subdivision in Woodstock. The 21 townhomes, set apart from the rest of the development by a wooden privacy fence, are arranged in a U-shape to overlook a park-like setting of landscaped grounds.

Ingamo offers "second-stage housing." After a woman is ready to leave an emergency shelter, but not yet ready to strike out on her own, she can live at Ingamo for up to a year at a rent that is geared to her income.

As physically impressive as the townhouse project is — eight three-bedroom units, 11 two-bedroom homes, one for a single person and another that is wheelchair-accessible — it is only the tangible half of Ingamo. "We offer two things: housing and support," says Debra Chansonneuve, executive director of Ingamo.

Ingamo ("a place of friends"), which celebrates its first anniversary in April, was built because workers at the Women's Emergency Shelter in Woodstock saw women returning to abusive family situations simply because they had no place else to live. Ingamo was built under Project 3000 (a provincial housing initiative) at a cost of \$1.5 million, and receives ongoing funding from MCSS.

Ingamo provides the caring and support of a community combined with 24-hour security and the independence of living in one's own home. But providing housing alone isn't enough, says Debra: "Loneliness is a big problem."

Many of the women who are tenants at Ingamo lack confidence and self-esteem. Take "Josephine" (a pseudonym), Ingamo's first disabled tenant. Debra describes a woman who had been so brow-beaten by her spouse that "she could not look you in the face — she'd look down in her lap



The staff of Ingamo Family Homes in Woodstock on opening day; Executive director Debra Chansonneuve is on the far right.

if she was talking to you."

With the support and encouragement of Ingamo staff and her fellow tenants, Josephine gradually came to see herself as a worthwhile person. Today she lives in her own apartment in the community and has close friends.

Then there was "Frances," an abused woman who came to live at Ingamo with her school-aged daughter. Worried because there was no school crossing guard at a busy street intersection nearby, Frances organized a petition and presented it to the mayor and council. It was a small exercise in democracy, perhaps, but a big step for Frances, says Debra — a significant act for anyone who has been told for years that she was "a nothing" and her opinion didn't count.

"This is a safe place to try anything you've always wanted to do," says Debra, whose staff includes a full-time counsellor, a child care worker and a maintenance person.

It's safe in a physical sense from danger. Men are not allowed on the complex grounds except under supervised circumstances (it's easier to spot an intruder who may be an abusive spouse). Photoelectric lighting of the grounds, peepholes and intercoms at the doors (special doors that cannot be penetrated by bullets) are part of the security system.

It's also safe in an emotional sense. No ridicule, verbal or emotional abuse

is allowed; racism is against the rules. The children also have rules if they wish to participate in the playroom activities (no biting or hitting — basics they may not have learned because of the abuse they have witnessed).

"We really emphasize goal-setting here," says Debra. "We tell them, 'You can do anything you want to here; try anything, and we'll help you.' This includes taking courses (up to 75 per cent of costs paid for through Ingamo), finding a job or exploring interests such as music or the arts.

With an average stay of six months, more than 20 women from throughout Oxford County lived at Ingamo Family Homes in its first year of operation. Their gratitude is reflected in the tenants' newsletter.

"For once in my life I feel good about something I'm doing," wrote the woman who organized the crossing guard petition.

"After two years of trying to be independent and responsible, I now feel as though I have some hope," wrote another. "I now have the resources I need, with the help of Ingamo, to make a better future."

Julia Naczynski is the editor of Dialogue.

by Julia Naczyński

THE HOME BUILDERS

At StreetCity, formerly-homeless people have created their own "home town"



Because StreetCity did not require permanent and expensive features such as foundations and shingled roofs, construction costs came to about \$10,000 per room, making it the least expensive housing in Canada.

393 Front Street East, Toronto. Nothing more than some numbers and words, perhaps, but for 72 people it represents something much more significant — an address. *Their* address.

It's the address of StreetCity, a unique project that has turned the interior of a disused Canada Post warehouse into a community for homeless people.

Developed by the non-profit Homes First Society with \$770,000 in capital funding from MCSS, it is unique in that it was built *by* the people who live there, rather than *for* them. It is not a hostel, but a community and a home.

"The significance of the project to me is that it is confirming what we've



Bill Bosworth

possible in most hostels and shelters.

The first tenants — the residents pay rent geared to income — moved in earlier this spring. They can live at StreetCity as long as they wish — at the most, until the three-year lease from the City of Toronto is up, when the site will be re-developed as part of Ataratiri, a new housing development.

StreetCity was built largely by about 40 formerly homeless men who are now themselves tenants (the other half of the tenants are women). During construction, the men lived on the second floor of the building under hostel-like conditions, sleeping in one large room on mats, sharing cooking duties in the single kitchen. They didn't mind, though, because they were not only building their own future homes and being paid for their work, they were learning construction skills that made them more employable.

The construction of StreetCity and planning the way it will be run — by a committee of tenants and with rules set up by the tenants themselves — has been an exercise in empowerment, says Bill. It has given residents the dignity of building their own shelter, to make the rules they will live by and to be part of a permanent community again.

Bill notes that he doesn't want to romanticize poverty — it would be absurd to suggest that people in poverty are happier than "the rich guy in his mansion in Forest Hill." But the strength of the relationships in the StreetCity community cannot be denied.

Photo: Toronto Star/Tom Skudra

by Dave Rudan

THE RESIDENTS' ADVOCATE

*People should have the right to take chances,
says Dianne Lesperance*

The topic of general conversation this particular day is the unseasonable weather. But the weather is the last thing on Dianne Lesperance's mind as she sits in her wheelchair listening attentively to a list of complaints from George, a temporary resident at Oxford Regional Centre in Woodstock.

By profession, Dianne is a psychometrist, but currently she plays a broader role as an advocate on behalf of the adults who live at ORC and as a resource person to staff through the Employee Assistance Program and Career Centre.

Officially, "my role is to make people more sensitive to the influences of their environment on people." Unofficially, she is a "Jiminy Cricket" — a conscience for staff at ORC, a passionate conscience who doesn't mince words when she faces insensitivity.

Dianne knows what it is like to be ignored as a person. She broke her back in a motorcycle accident shortly after she finished high school and although she survived, her ability to walk could not be restored.

Dianne attained top marks in secretarial science, but when she approached a counsellor for direction,



A contemplative moment as Dianne peruses some notes.

she was told that in spite of her excellent record and academic achievements "...no big executive is going to hire you in that chair."

"That was the mentality of counselling staff then," says Dianne. She continued in school, obtained her degree in psychology from the University of Western Ontario and was hired for a project at ORC in 1972.

One might assume that a person

with this kind of self-confidence and determination, who has used a wheelchair for more than 20 years, would find it easy to shrug off insensitive remarks. But the wounds that cut into a person's confidence cut deep. For example, while attending a bazaar recently at a home for the aged, Dianne was asked: "Oh, do you live here, dear?"

A naive and innocent question can be as brutal to a person's dignity as any callous comment. That's why Dianne is so adamant about her role to make staff more aware of the feelings and emotional needs of the people who live at ORC.

After listening to George and promising to discuss his complaints with the Residents' Rights Committee, Dianne wheels to another part of the North Park building to visit Helen. A frail-looking person, Helen is with a number of residents in an activity room, leaning against the chest restraint that keeps her upright in a chair.

Maneuvering beside Helen, Dianne leans over to kiss her on the forehead, and asks Helen if she wants to go for a walk. Although there is little change in Helen's distant

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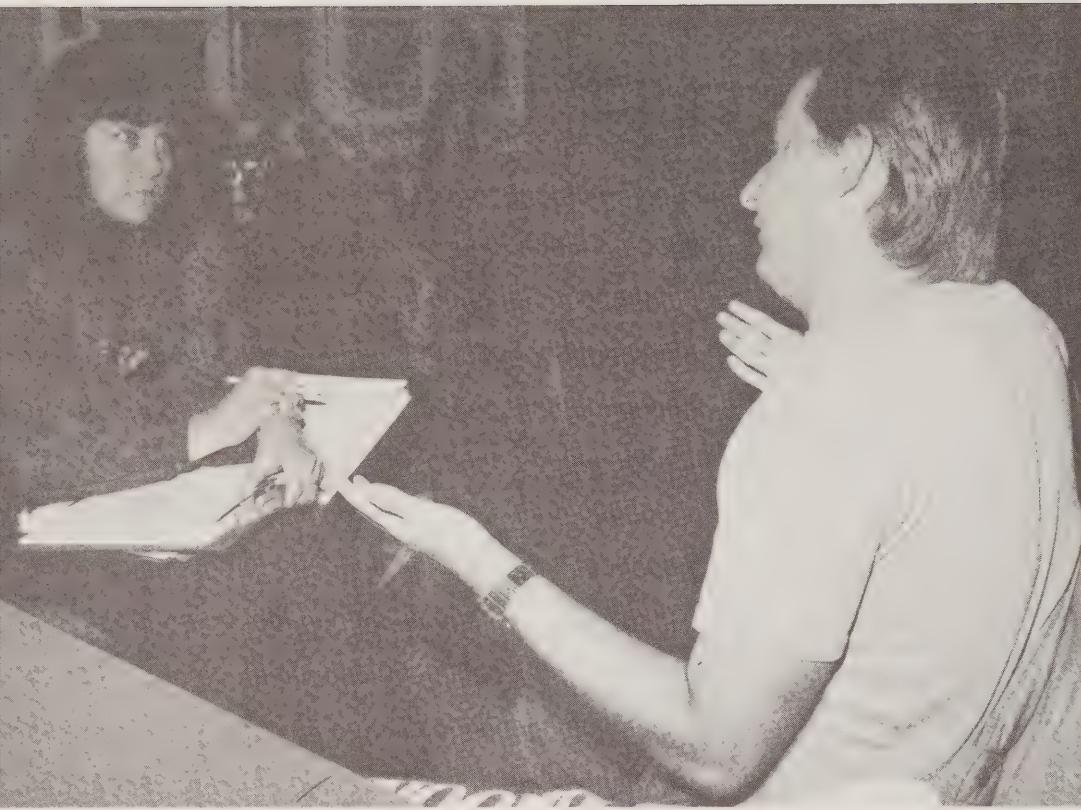


Photo: John Gibbons

Dianne listens as temporary resident George talks about his concerns.

**"... without
risk, there is
no growth."**

continued from the previous page

expression, she does nod yes.

Just a few months previously, the goal of therapy was to encourage Helen to crawl; "Now she's on her feet!" crows Dianne with pride. "Many people had never seen her walk."

Last summer, staff working with Helen became concerned when she became depressed and refused to eat. Dianne was asked by the physician, Dr. Nancy Cameron, if she would spend some time with Helen, whose health and alertness tend to swing greatly — for a time she will progress well, and then she'll decline, sometimes alarmingly so.

Over a period of weeks Dianne discovered that a large part of Helen's depression was grief. She had lost the attention of a nurse who had been relocated to the acute care program. Dianne and Alida Poort, a life-skills instructor, developed a physical stimulation program for Helen which includes enjoying the undulating rhythm produced on a waterbed — a sensation that Helen could activate independently.

"How's anyone going to learn how to be more independent if they're restrained?" asks Dianne. There is a certain dignity in risk — having the right to take chances — and it has to be an option "if people are going to truly attain their potential," says Dianne.

"I know what it feels like to be restricted," says Dianne, who herself has had falls ("lots of them").

Her criticism of restraints isn't aimed at staff, but rather at societal attitudes and the practice of blame. She knows the tenuous position of a residential counsellor if a person in their charge falls and is injured.

The fear of reprisals — being blamed, sometimes publicly, for accidental injuries, or the possibility of lawsuits by legal guardians claiming neglect or irresponsibility — moderates a counsellor's judgment when it comes to a resident's personal wish for more freedom. The same problem can come up for staff working in group homes, homes for the aged, nursing homes, or hospitals where an employee is responsible for

a number of residents or patients.

Dianne believes that there has to be a change of attitude on the part of all those who are interested in the personal growth of people with developmental disabilities. More attention should be given to a resident's wishes, along with the relatives' acceptance of personal responsibility for these decisions. "That's what living a normal life is all about...without risk there is no growth," she says.

It's later the same day, and Dianne is chairing a meeting of the Residents' Rights Committee. The issue of television viewing in one of the residential cottages is brought to the table for discussion; committee member Valerie Price reports that a resident has objected to staff viewing a video at a cottage.

The incident took place at 11 p.m. when none of the residents were watching television. Only one out of all the residents objected to the idea of staff watching the video, reports Valerie.

It is acknowledged that the adult residents of the cottage have the right to watch TV on Saturdays until 2 a.m. if they wish.

"A better approach would have been to ask permission of the

residents and invited them to watch the movie," suggests Maureen Duncan, who is working in the community with the local association for community living on secondment from Oxford.



At a staff orientation meeting, Dianne explains the function of the Residents' Rights Committee.

While the committee ponders the circumstances, Dianne relates the concerns she received that morning from George.

As the committee members listen to Dianne recount George's list of comments, they agree that what George had to say made a lot of sense.

"In spite of the complaints, he told me that he liked living in a smaller area because there were fewer steps to reach the kitchen," says Dianne.

Maureen confirms that the residents she is associated with in the community are making remarkable progress, primarily because they choose for themselves what is best. "It's empowering people to make the right choice," adds Diane.

"When I give the person the responsibility they are more considerate," notes Valerie.

Maureen agrees that it makes her job less stressful and more enjoyable when residents exercise their rights and learn from their mistakes.

"I'm very excited about working in

the community. More of our staff should be out there," suggests Maureen.

As the meeting comes to an end, the consensus seems to be that living and working in smaller community

facilities is a more liberating opportunity for both residents and staff.

Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.

- Hot -
hot off the press
new publications

Better Beginnings, Better Futures: An Integrated Model of Primary Prevention of Emotional and Behavioural Problems.

An outline of a research model designed to break the cycle of disadvantage among children. Essential reading for health, education, social service and community groups interested in participating in projects which prevent social, emotional, behavioural, physical and educational problems in children. Contact the project information co-ordinator, Ontario Prevention Clearinghouse, 984 Bay Street, Suite #603, Toronto M5S 2A5, tel. (416) 928-1838 (toll-free in Ontario 1-800-263-2846 or FAX 928-5975).

BETTER BEGINNINGS BETTER FUTURES



Ministry of
Community and Social Services
Ontario

Research and Program Evaluation Inventory for 1988-1989.

A list of studies that were conducted within MCSS and within various social service agencies with ministry funding. Besides ministry-wide issues, the studies covered the areas of children's services, elderly services, services for disabled persons, income maintenance, child care and family support. Copies available through the Research and Program Evaluation Unit, 3rd floor, Hepburn Block, Queen's Park, M7A 1E9 (tel. 416-965-9884) or from Publications Ontario, 880 Bay Street, Toronto, for \$2.50.

NEW APPROACHES TO LONG-TERM CARE

Several initiatives aimed at the reform of long-term care have been announced by Minister of Community and Social Services Charles Beer.

The reforms are focused on maintaining the independence of Ontario's seniors and people with physical disabilities. They revolve around enhanced community-based support and better co-ordination of health and social services.

Reforms announced in December include:

- Creation of new service access agencies that make it easier to find in-home services and admit a person to a long-term care facility.
- Introduction of a new funding system for all homes for the aged and nursing homes so that

payments vary according to the level of care needed by residents.

- Establishment of a single inter-ministry structure to manage the new long term-care system.

There is an Assistant Deputy Minister reporting jointly to MCSS and the Ministry of Health, Michael Ennis.

- Development of a fully integrated in-home support program for seniors and disabled people.
- Expansion of home support services run by community agencies such as Meals on Wheels and Friendly Visiting.

The task force which is developing the comprehensive reform plan is working closely with consumers, service providers and communities to develop a strategic plan. Detailed

FACTS ON LONG-TERM CARE IN ONTARIO*

Chronic care beds: 12,000
Annual cost: \$773 million

Nursing home/homes for aged beds: 58,000
Annual cost: \$750 million

Annual cost of in-home/community-based services:
under \$500 million

* 1987-88 estimates

policies will be established in four key areas:

- a new classification system to aid the province in making funding decisions for nursing homes and homes for the aged;
- the design of the new community service access agencies;
- guidelines for the new community and in-home services;
- the role of chronic-care facilities within the new long-term care system.



Photo: Canapress

The reform of long-term care is designed to improve services to seniors and people with disabilities.

READING YOUR RIGHTS

Public servants are private citizens too and are entitled to privacy under FIPPA

You may not be aware of them until you need them, but as a civil servant, you have a number of rights.

Some of your rights are enshrined under

the Ontario Human Rights Code, some come under the Public Service Act and others are part of the collective agreement or the Crown Employees Collective Bargaining Act.

But certain rights to privacy and access to personal information come under the Freedom of Information and Protection of Privacy Act (FIPPA).

"Employees have always had certain rights, such as the right to view their personnel files," says Holly Goren Laskin, a policy analyst with the ministry's FIPP Unit. "But some rights have become available through FIPPA that people may not be aware of." For example, no one in government can collect information about you except in specific circumstances without your express permission. Even references in a job search elsewhere in government cannot be checked, unless you give your consent.

The same rules that protect the privacy of ministry clients apply to you as an employee, explains Carolin Michaels, a Human Resources Branch adviser. Employers can only collect information that they are authorized to collect under statute and which they need to carry out

their duties (such as administering the Public Service Act, or to ensure you receive a pay-cheque). You cannot be asked for information that is irrelevant to your employment.

Some other examples of how your privacy is protected under FIPPA:

- Your personnel files are located near your workplace (such as your Area Office or facility) where it is more accessible to you. Previously, your files were maintained locally and another set was located at Queen's Park — a practice that could have resulted in information existing in one file and not the other.
- Once the competition file is closed, résumés and job applications in a competition file are not accessible to anyone other than the individual to whom the information relates.
- In a job competition, you can request information relating to yourself to give you a general idea of how you performed in the interview. You may not have access to résumés and applications of other candidates as this could be considered an invasion of their personal privacy.
- Confirmation of your salary to a financial institution (in the event you are taking out a mortgage or loan, for example) is no longer done over the telephone; now, you must sign a form allowing release of the information.
- Your actual salary cannot be released to anyone other than authorized individuals (such as payroll staff). Only the salary range for your classification can be disclosed. "Your precise salary isn't public information just because you're a public servant," explains Carolin.

FIPPA permits the disclosure of a job classification, salary range for that classification, benefits and employment responsibilities (job duties).

- The ministry's employee data base is maintained with limited access and stringent security measures to prevent access by unauthorized persons.
- You do not have to reveal the diagnosis for an illness that has been keeping you off work. The note from your physician (normally required after five working days' absence) may state, among other things, that you are now fit to return to work; what, if any, restrictions there are regarding job duties (such as no heavy lifting); or that you are unable to work for a specified period of time.

"You can see that the Act is a piece of legislation that has relevance to ministry employees," says Holly.



brought to you
by the
Human
Resources
Branch

People have different ways of coping with the day-to-day pressures and stress of work and home life.

Marvin Ross found writing about it — from a humorous perspective — helps him keep a smile on his face.

Marvin, an MCSS planning officer in the Central Region, wrote his first humour book in 1977 under the pseudonym, "Bureaucrat X." The book, based on Marvin's observations as a civil servant for both the federal and provincial governments, is a tongue-in-cheek survival guide for those embarking upon a career in the civil service.

Finding his writing a cathartic experience, Marvin has also written two humour books about his experiences as a father, as well as a guide for pet owners. All are liberally sprinkled with Marvin's own true-life anecdotes (although he might term them "disasters" and "acts of God").

"I'm very cynical and humour is a way of surviving," Marvin says. "If you don't have humour, what do you have?"

Marvin says writing provides him with an outlet for his creativity, as well as a way to laugh about the day-to-day absurdities of life.

"I've seen a lot of people who take things far too seriously, and they may not have a nervous breakdown, but they have heart attacks and other illnesses," says Marvin. "If they would

A FUNNY THING HAPPENED ON THE WAY TO WORK

A sense of humour will help you keep your perspective on the job and off



Marvin Ross (also known by his nom de plume, "Bureaucrat X") says he has been able to keep his perspective about work by cultivating a sense of humour.

sit back and take a look and put things in perspective they would be better off.

"Laughing is way better than becoming an alcoholic or having ulcers and heart attacks."

Marvin's example is being advocated by a passel of experts touting the benefits of laughter and humour in the workplace. Organizations are looking to use humour to help motivate employees to new heights of creativity and dynamism.

So banish any guilt about sharing jokes over morning coffee before getting down to "real work." Taking a moment to look on the funny side

before starting in on a serious task or knotty problem can actually be productive.

The benefits of laughter are as complex as the humour that produces it.

Robert MacFadden, an associate professor of psychology in University of Toronto's department of social work, points out a very profound paradox: you can't be full of stress and be relaxed at the same time.

When you are under stress, the old primitive "fight or flight" defence reaction takes over within seconds.

Blood pressure and heart rate increase, the blood thickens, some

**Ultimately,
laughter makes
an office a place
where people
want to work.
—Carolyn James
in Nation's
Business**

muscles contract and some relax, blood sugar is elevated, the immune system is depressed, and breathing becomes as shallow as the ability to think rationally.

"In these days, you really can't punch someone out or take off. So you end up stewing in your own juices — literally," says Robert, an expert on stress and burn-out. But if someone says something funny, "the whole defence reaction dissipates. The relief you feel is quite striking."

And why? Hearty laughter makes you breathe deeply and kicks in a process that completely opposes stress. Blood pressure and heart rate go back to normal or slightly below, the body relaxes, the immune system tunes up and the perception of pain is dulled while the mind becomes alert.

Unremitting stress can lead to burn-out — emotional exhaustion and isolation and, often, chronic illness.

"This is not an uncommon occurrence in social service providers — particularly in child welfare," Robert observes. "You need a sense of humour in that business or you can 'serious' yourself into a heart attack.

"Humour isn't some kind of panacea for stress or stress-related disorders," he warns, "but it can be quite helpful."

University of Toronto educational psychologist Michael Orme points out that the laughter is stimulating and actually improves your capacity to think creatively, to learn and to remember and use what you've learned.

"Laughter tunes up the (cerebral) cortex; there is better communication between the hemispheres of the brain. The organ is in the best shape it can be in to perform," Michael says.

"Humour is absolutely essential ... to open people up so they will play with ideas."

Apart from the strictly personal benefits, using humour in the workplace also improves relationships with co-workers.

"Humour makes a leader more approachable," adds University of Toronto psychologist Denis Shackel, who specializes in leadership.

"Humour facilitates the link of trust."

Colleagues allow themselves to be more open and vulnerable to the humourist, speeding up creative collaboration and improving productivity and team spirit and dynamics, Denis says. This adds to the credibility and apparent flexibility, creativity and charisma of the person using the humour.

"People like to be around someone who makes them feel good," says Neil Muscott of Million Dollar Idea. Neil is a comedian-turned-businessman who teaches people how to laugh at work.

A company or organization that encourages humour often benefits from higher morale and productivity and lower staff turn-over and absenteeism.

Very few people are born with a great sense of humour. Like a stunning physique, most have worked hard at developing it. Cultivating your sense of humour will provide just as many benefits as physical exercise. Laughing may not make your body look any better, but you will feel better and people will find you more attractive, and they'll trust and work with you more easily.

"When people say they don't have a sense of humour, they mean they can't generate it" (make jokes), says U of T's Michael Orme. "But responding to humour is every bit as important."

"Humour is important enough to put time into it," agrees Neil Muscott. "I try to begin and end my day with something funny. If I've had some laughs, it was a great day."

Neil advocates toning your sense of humour by substituting serious daily events with more humorous ones — like reading cartoon books instead of the morning newspaper, or watching comedy movies instead of the nightly news.

Rick Adamson, a Toronto

scriptwriter who also writes gags for comedienne Phyllis Diller, says the main thing about being funny is being objective.

"The person making the quips is the one able to step back from the situation," Rick says. "People who are really intense are too involved to look for a gag."

Rick says a way to produce humour is to look for a common problem or situation and then find a metaphor that slaps two incongruous elements together.

For example, announcements have been coming out of your section that you should have known about in advance. Response: "I feel so left out, I'm like ants at a picnic — unwanted and uninvited!"

Neil said the humour you use at work should be relaxed and situational. "The worst thing you can do is set out to be funny. You should have fun with your colleagues." But shy people can benefit from memorizing some appropriate jokes or humorous quotes from famous people, just to break the ice.

Sarcasm should be avoided. It is considered the lowest, cheapest form of humour and is the hallmark of the cynic. "Even if the receiver laughs, enough of the poison is injected that you lose that connection that the boss or leader should be trying to foster," Denis says.

Judicious use of humour is a tremendous asset in the workplace, "judicious" being the operative word. All jokes and no work is as bad as all work and no jokes; both can be tremendously counter-productive.

So, as Neil Muscott says in his parting advice: "Take the task seriously — and yourself lightly."

Karen Janigan is a freelance writer in Toronto.

A good joke is the one ultimate and sacred thing which cannot be criticized. Our relations with a good joke are direct and even divine relations.

— G.K. Chesterton
(1874-1936)

A jest breaks no bones.

— Samuel Johnson
(1709-1784)

In Hand is a column of useful information and helpful hints for all ministry employees. We'd be happy to receive any comments, story ideas or questions you may have about work. Please write to: *In Hand*, Human Resources Branch, 880 Bay Street, 4th floor, Toronto.

PLANNING FOR THE FUTURE

Not yet a year old, the Career Centre at Oxford Regional Centre already has some success stories to tell

by Dave Rudan

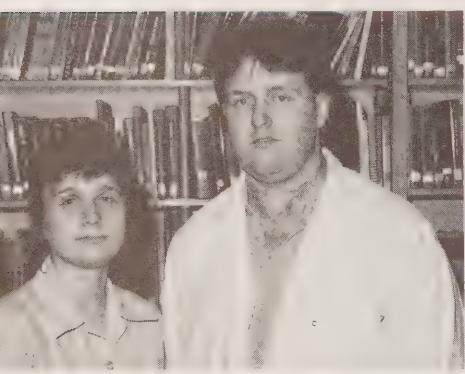


Photo: John Gibbons

Angela Clements has decided to develop a career as a probation officer, while supervisor Bill Wallace used the Career Centre to learn how to prepare an effective résumé.

When the Career Centre was introduced last June, it was viewed with a degree of complacency by staff at Oxford Regional Centre — that is, until they read an editorial in ORC's magazine **FOCUS**, written by former residential counsellor John Gibbons. John's acerbic essay became the talk of the facility, for it reflected the views of many staff concerned about their futures at ORC.

John wrote that he didn't think much of the stock print information on careers in the centre, but he added that he would give the centre a second chance — if only for the delicious coffee!

John's honest criticism in the **FOCUS** editorial had the unexpected benefit of arousing curiosity about the Career Centre. Since the editorial appeared, there has been an increase in the number of ORC employees who have investigated the services offered by the Career Centre (and to try the coffee).

The brain child of Marg Foy and her boss, Fred Loach, manager of Human Resources, the centre offers a career-guidance program that adapts to the needs of each ORC employee.

Staff may use a "do-it-yourself" approach, or be involved with a group, says co-ordinator Marg Foy. Because the new program is unique, says Marg, methods and resources are being revised so they can be of greater service to all employees, from senior-level management to bargaining unit staff.

To assist this process there are 15 in-house coaches, representing nearly every type of occupation, who provide information and support to their fellow employees. "They're more than coaches," says Marg. "They're instrumental in the on-going design of the program."

Bill Wallace was originally trained as a fire protection/industrial safety officer, but when a permanent position in housekeeping became available at ORC he took it and within two years became a supervisor.

Last summer he learned

that the Oxford County School Board was looking for a part-time safety officer — a position destined eventually to become full-time. With Marg's guidance and advice, Bill's new résumé put him on the short-list of candidates and he won the competition. Then, he became nervous.

He's married to Meg Wallace, a residential counsellor; the couple expect their first child this spring. The new part-time job involved flexible hours that didn't mesh well with Bill's hours at ORC. It was not the time to give up the security and benefits he has with the civil service.

Encouraged by Human Resources, Bill plunged in and discussed possible alternatives with his department head, Doreen Bruce.

"She was unbelievable," says Bill. "I was really surprised to see how flexible she was to work out a schedule so that I could handle both jobs." He feels "management is really open" to working out solutions.

As a person in her 40s with three children to support, Phyllis Doucette has anxieties about her future. A residential counsellor and acting supervisor, Phyllis knows that she has the ability to earn income other than from a salary: at one time, she operated her own lucrative business. But managing the demands of clients, employees, her children and a home "became a tough job."



Phyllis Doucette uses the centre to investigate opportunities that will duplicate the satisfaction and benefits she enjoys at ORC.

"I'm a self-motivated person and I'm using the Career Centre as a resource for future employment," says Phyllis, who would like to obtain her bachelor of arts degree and break into the freelance writing market with her short stories.

Angela Clements has been inspired by the coaching and personal support she receives to work toward a new career with young offenders.

"At first I didn't believe it (MYP) would happen. I just couldn't see how it would work," says Angela, who admits that four years ago she was very nervous about working at ORC: "...the hearsay was more scary than fact."

Angela used the Career Centre to determine her aptitude and job preferences.

"I'm the type of person who will take advantage of an opportunity, but I don't think I'm typical," says Angela.

"A lot of people are just going to wait for something to happen before they do anything."

Au revoir to Prudence



Photo: John Ecker

The Communications and Marketing Branch bid au revoir to Prudence Whiddington, who retired in January after 11 years as a writer with the branch. Besides speechwriting duties, Prudence was a faithful contributor to *Dialogue* (several times during her career, her work won awards from FORUM, an organization for Ontario government communicators). Prudence's expertise as a

grammarian and advocate of clear writing was much admired and her advice much sought-after by other staff throughout the ministry. Her assignments for *Dialogue* took Prudence to many different places — as this photograph, taken with Patsy the donkey at WindReach Farm last year, will attest.

Prudence's last story for *Dialogue* begins on page 4.

Putting a name to the face

The Windsor Area Office has a nifty way of helping new employees get to know the names and faces of their co-workers. They've put together their own Area Office *Who's Who*. It's a binder that contains an individual photo of each employee, including information such as the person's name and position.

Executive assistant Sheila Gordon says each new employee is given the binder to keep on his or her desk for the first few weeks, where it's convenient to flip through and gradually put faces to names. And, of course, the new employees also eventually have their own photos added to the book. About 85 people work in the Windsor Area Office.

Sexual harassment policy outlined

The Ontario government's sexual harassment policy was recently updated and procedures now include access to trained advisers to review complaints.

Sexual harassment is defined as an incident in which an employee: receives unwelcome sexual attention that is offensive, intimidating or hostile; is threatened or penalized by a loss of job, denial of advancement, raise or other employment benefit for not complying to sexual demands by a person in a position of authority; or is subjected to sexually-oriented remarks, behaviour or surroundings that create an intimidating, hostile or offensive work environment that produces a "poisoned" atmosphere.

Advisers have been appointed in all regions to provide confidential advisory services to all employees, including managers, supervisors and union stewards. They will provide confidential information on the sexual harassment policy, clarify all options and be available to employees seeking to resolve sexual harassment issues.

The sexual harassment policy advisers are: Phil Branston for Central Region; Ruth Franks for Head Office; Janis Fraser at Muskoka Centre and Bob Nye in Sault Ste. Marie (North Region); Peggy Maxwell at Rideau Regional Centre and John Upper in Kingston (Southeast Region); Dick Clarke in London, Diane Manship at Oxford Regional Centre, Lynne Swanson at CPRI and Martha Young at Windsor Area Office (Southwest Region).

A real life-saver



Rita and Don Hamelin

Don Hamelin is a hero. The Windsor Area Office program supervisor and his wife, Rita, saved the life of a Michigan woman who fell into the water at the Belle River marina while trying to rescue her dog from drowning.

The Hamelins happened to be driving by the local marina

on their way to church last September when they heard a woman shouting for help. She was in the water hanging on to the concrete breakwater while being pounded by the four-foot waves whipped up by strong northwest winds.

Don went on to the breakwater and Rita safely secured him by his belt. After

several attempts, Don was able to grab the woman by the wrist and Rita helped pull her out. Together they were able to get her to cough up the water she had swallowed.

Don also pulled the dog out, but it had died of injuries.

To heighten the drama of the event, it turned out it was the woman's birthday that day.

Don says one of his children, who has lifesaving training, later told him he did "one thing right and one thing wrong. She said I did the right thing by not jumping in, but that I should have taken off my shirt" to use as a lifeline.

Don has been with the ministry for 22 years.

Happy retirement for Rosemary

Rosemary McLaughlin retired in December after more than 20 years with the ministry. Rosemary, who had been secretary to the Assistant Deputy Minister of Finance and Administration, John Burkus, since 1982, has worked with a number of senior managers, including Ken Macdonald in Kingston. At a send-off party in her honour,



Rosemary (centre) cuts a cake with the help of former bosses (from left) John Burkus, George Thomson, Elsie Etchen and Marna Ramsden. Rosemary will be busier than ever in the future — she's taking French lessons and doing volunteer work.

Apologies and a (symbolic) bouquet of flowers to Maureen Casasola of the Windsor Area Office, whose last name was inadvertently misspelled in the Winter 1990 issue of Dialogue.

Photo: Claudio D'Andrea/North Essex News



coming up

April 6 - 16 Independence Through Good Design, an exhibit of well-designed, easy-to-use items and goods for the home, is once again on display at the National Home Show. Location: Toronto's Exhibition Place/Automotive Building. Co-ordinated by the Program Technology Branch. Contact the branch at (416) 730-6465.

May 3 - 4 Working Together to End Violence Against Women — A Provincial Conference. Location: London, Ont. An MCSS-sponsored conference to discuss the need to organize groups for men who batter into an Ontario association of men's groups.

Other topics include professional development, research and influencing government policy. Contact: Changing Ways, 205 Horton St., Suite 202, London N6B 1K7 (tel. 519-438-9869).

May 30 - June 2 Building Co-operation in the '90s. Ontario Association for Community Living annual conference. Location: Radisson Hotel, London, Ont. Contact: OACL, 180 Duncan Mill Road, Suite 600, Don Mills M3B 1Z6 (tel. 416-447-4348).

June 3 - 6 Ontario Municipal Social Services Association annual convention. Location: Hamilton Convention Centre. Contact: OMSSA, 5780 Timberlea Blvd., Unit 107, Mississauga L4W 4W8. (tel. 416-629-3115).

A world-class athlete

While the rest of us have been regretting our couch-potato ways over a long, cold winter, Mickey Graver is ready for another active summer.

Tennis, anyone? How about a little cross-country run?

Although *you* may not be in shape, you can bet Mickey is, since one of his favourite winter activities is ice hockey.

Tangible proof of Mickey's fitness are his many trophies, but the ones he's proudest of are the awards he won last summer at the World Masters Games in Denmark, an Olympic-style competition for mature amateur athletes held every four years.

Mickey, who is manager of planning and operational support in the Northwest Area Office in Thunder Bay, brought home a gold medal as one of the Team Canada hockey players in the over-35 event ("the Soviets killed us in the under-35 game"). He also won a bronze medal in mixed doubles tennis with his Danish partner, and ran the eight-kilometre cross-country race as well as the 5,000-metre event.

Best of all was being awarded the sportsmanship trophy for the games (Mickey was the only athlete to compete in three different sports) and being asked to give the thank-you speech on behalf of the athletes at the closing banquet.

It wasn't just the thrill of competing against world-class athletes — some of the tennis competitors were former U.S. Open and Davis Cup players, while the USSR hockey team was made up of former national



Mickey poses with the Masters Games Sportsmanship Trophy with Betina Laursen, whose father is the president of the Herning Tennis Club in Denmark.

team players, many of whom had played in the 1972 hockey series against Team Canada. It was the excitement of mingling with 5,000 athletes from around the world. "I met so many fascinating people."

The Soviet hockey players provided a lot of insight into the way of life within the USSR. "We heard about glasnost really working." Because the exchange rate on the ruble is so poor, the Soviets were literally selling the clothing off their backs to buy items that are not available in their homeland (Mickey brought home a Soviet hockey sweater).

"The Soviets were excellent sportsmen, both on and off the ice," says Mickey.

At the end of the games, Mickey used a Eurail pass on a month-long whirlwind tour of Europe —his first visit since 1955, when he was in the armed forces. Mickey has been with the ministry since 1970 and is a real booster of Thunder Bay, his adopted home town. He says his best sport is badminton, but he couldn't compete in that sport in Denmark because it was tennis season.

• • • • •

PROFILE

Barry Whalen, area manager, Mississauga

Barry Whalen's already-busy schedule is even more crowded since his appointment last spring as co-chair of the Provincial Child Care Steering Committee.

More recently, Barry has also been assigned executive leadership responsibility for child care in the Operations Division.

In addition to these corporate roles, Barry, as one of 13 area managers across the province, is responsible for managing a large business on behalf of the ministry. A total of 135 staff provide Family Benefits, vocational rehabilitation and probation services as well as funding and supervision of more than \$100 million in transfer payment programs in the regional municipalities of Peel and Halton and the County of Dufferin. This burgeoning growth area encompasses one million people.

Barry started with the ministry in 1979 as a program supervisor. In 1980, he was appointed area manager for



Photo: Julia Naczynski

Barry Whalen

Children's Services in the London Area Office and also established the Windsor Children's Area Office.

Reflecting on his 10 years with the ministry, Barry believes the ministry's success has been driven by the importance of its mission and its exceptional leadership and staff. "Staff throughout the organization know that what they do contributes to the well-being of individuals, families and communities; this has a profound effect on the culture, spirit, and success of the organization," he says.

the last laugh

Home is a place you grow up wanting to leave, and grow old wanting to get back to.

Tact is the art of making guests feel at home when that's really where you wish they were.

Opportunity knocks but once. Temptation, on the other hand, tries to break the door down.



The road to success is as simple as ABC: Ability, Breaks and Courage.

Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to: The Editor, Dialogue, 7th Floor Hepburn Block, Queen's Park M7A 1E9.

by Carol Latimer

INTRODUCING . . . EXECUTIVE COMMITTEE

Meet the ministry's senior management team



ministry? Says Deputy Minister Valerie Gibbons, "I'm looking for ways to have broader participation by senior managers in issues that concern them. I'm also hoping to hold some of our meetings out in the areas and regions, where I expect there will be more involvement by regional, area and local management."

She is pleased with the way the committee works together as a team in an atmosphere of collaboration.

"We all try to have a common understanding of issues which leads to a collective ownership of decisions."

The committee is becoming more creative as a result of the current environment of financial constraint it must manage in.

One change the deputy minister would like to implement is a collective sign-off by the committee on major policy proposals before they go to the minister.

Carol Latimer is executive assistant to Executive Committee with responsibility for facilitating the Management Framework. She is completing a certificate in magazine journalism at Ryerson Polytechnical Institute.

The Executive Committee: in the front row, new ADM Family Services and Income Maintenance Jane Marlatt, Deputy Minister Valerie Gibbons and ADM Information Systems and Applied Technology Ola Berg, standing, Director of Communications and Marketing Bob Gregson, ADM Operations Michele Noble, ADM Finance and Administration John Burkus, Executive Assistant to the Deputy Minister Linda Leighton, and acting Executive Director Strategic Planning and Intergovernmental Relations Sandy Lang, who is also Executive Director, Community Services. Michael Ennis (inset photo) is the new ADM Community Health and Long Term Care, and Timo Hytonen was recently appointed to replace Ola Berg as acting ADM.

It's Monday morning and the sign outside the boardroom reads "Occupied." Inside is a group representing the ministry's most senior management team — Executive Committee. The next three hours will be filled with lively discussion about important issues as well as some difficult decision-making.

As you can imagine, overseeing a ministry of almost 11,000 staff is not a simple task, but the members of Executive Committee spend countless hours doing just that. Like navigating a ship, the committee maps out the ministry's direction, steers it on course and makes contingency plans when it encounters stormy weather.

Although many people have heard of Executive Committee, not everyone knows who is on the committee and what it's all about. Chaired by the deputy minister, the committee



includes the assistant deputy ministers, the executive director of Strategic Planning and Inter-Governmental Relations, and the director of the Communications and Marketing Branch.

The broad mandate of the committee is to set strategic directions and priorities for internal activities and to act as the ministry's senior decision-making body. These responsibilities have never been more important than they are now as the ministry undergoes intensive change in a number of areas across the organization.

What does the future hold for Executive Committee and the

Photo: Brian Pickell

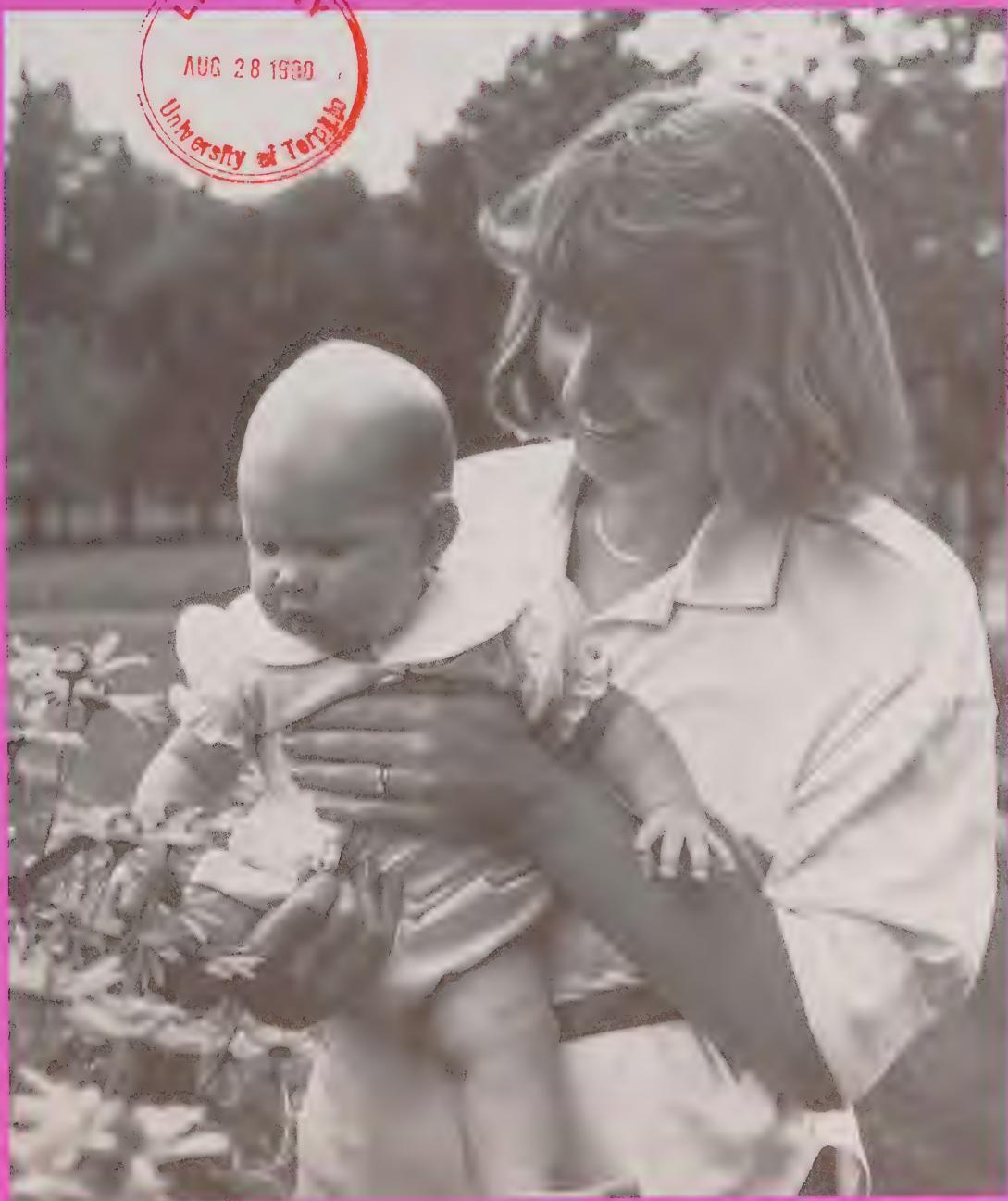
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dialogue

Better Beginnings,
Better Futures

*Intimidation in the
schoolyard*

CPRI:
*30 years of dedication
to children*





**Ministry of
Community and
Social Services**
Charles Beer
Minister
Valerie A. Gibbons
Deputy Minister

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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COVER

Programs and services for children are an important focus for the Ministry of Community and Social Services. The care, safety and well-being of Ontario's children are key elements of the ministry's mission to work in partnership with communities, families and

individuals so that everyone has the opportunity to reach their full potential — especially "the citizens of the future."

This issue of *Dialogue* features stories on children and child development. Cover photo of mother and child, as well as other photos on pages 4 and 5, by Bob Clark of Oxford Regional Centre, Woodstock.



Photo: Robert A. Miller



Moses Tom, from Big Island reserve in the Rainy River district, presents a pair of moccasins to Minister Charles Beer after the minister's announcement for funding of native services.

NEW INITIATIVE FOR ON-RESERVE SERVICES

On June 29, Minister Charles Beer travelled to Thunder Bay to meet with native social service leaders. He came bearing good news: a \$14-million initiative to improve social services on many of Ontario's native reserves.

The initiative has several goals: to further develop the native-operated child welfare system; to provide new counselling services for children and families; and to provide homemaking and nursing care to elderly reserve residents. A new suicide prevention telephone line will be set up to serve

several reserves in the Sioux Lookout area.

Also included are new residential programs for native youth and two "Better Beginnings, Better Futures" projects on native reserves.

The \$14 million includes:

- \$4.08 million for the development of newly-designated Child and Family Services agencies in the northern part of the province, which will be native-operated;
- \$619,000 for native child welfare activities in southwestern Ontario (including the hiring of additional prevention workers on reserves);

- about \$7 million for new native counselling programs on reserves;
- \$926,000 for new residential programs to provide native youth in northwestern Ontario with on-reserve alternate care;
- \$500,000 for increased homemaking and nursing services for native elders who live on reserves.

Mr. Beer said the funding reflects the government's continued commitment to the development of culturally-appropriate services.

LONG-TERM CARE STRATEGIES ANNOUNCED

The ministry's plan for comprehensive reform of long-term care will begin implementation this fall, Minister Charles Beer announced with the release of the *Strategies for Change* document in May.

The strategies in the plan will bring significant changes to the province's programs for elderly people and people with disabilities, Mr. Beer said. The strategies will draw services together to fashion a comprehensive system of long-term care and support services. "We shall be strengthening community agencies and supports to allow citizens to retain their dignity and remain in their homes and communities as long as possible."

More than \$52 million will be dedicated to the initiatives in 1990/91. By fiscal year 1996/97, new funding to improve services will increase to \$640 million annually.

Long-term care is defined as a

range of community, personal support and health care services required by people who, because of physical disability or aging, need assistance to function as independently as possible. Informal services, which include the support and care given by family, friends and volunteers, represent more than 80 per cent of help received.

Long-term care reform is guided by 10 major strategies dealing with a range of issues, including easier access to services, the consolidation of existing in-home supports (such as homemaking) for senior citizens and people with disabilities, and a funding policy that ensures that only those consumers who can pay for services will pay.

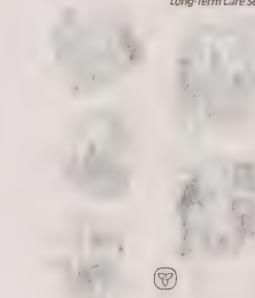
During the summer, 14 community support services managers will be hired to co-ordinate long-term care services in local areas throughout the province.

Information meetings for providers

and consumer organizations are being hosted by district health councils and MCSS area offices, and written response to the document is invited. A series of about 40 community meetings will be held in September to discuss local planning and implementation of the reform.

The other ministries involved in reform of long-term care are the Ministry of Health, Office for Senior Citizens' Affairs and Office for Disabled Persons.

Strategies for Change
Comprehensive Reform of Ontario's Long-Term Care Services



©

ONTARIO'S VOLUNTEER OF THE YEAR

A great-grandmother who once scrubbed an entire house clean to show a young mother how to do housework has been named the 1989 Volunteer of the Year.

Edna Simmons of Exeter, near London, was recognized for outstanding service to the community at the MCSS annual Community Service Award dinner for the Southwest Region. She was one of 40 people selected from throughout the

province to receive an award.

For the past decade Mrs. Simmons has been active with the Children's Aid Society of Huron County in Goderich. One of her principal roles has been as a resource person to troubled families during times of extreme crisis, such as the death of a child. She has also provided safe refuge for battered women and their children.



Minister
Charles Beer
with
Edna Simmons

BETTER BEGINNINGS, BETTER FUTURES

"Primary prevention" can help get children's lives off to a good start

Better Beginnings, Better Futures is the name of a program developed by the Ministry of Community and Social Services designed to help improve the lives of children and families in Ontario and to break the cycle of poverty.

MCSS has been actively involved in primary prevention throughout the past decade. In 1983 the Ontario Child Health Study released a survey of children's mental health. The study found that children living in low-income communities, where many families are on social assistance or living in subsidized housing, are at risk of developing emotional or behavioural problems. (See our story on the next page.)

More recently, in 1988, the consultation paper, *Investing in Children: New Directions in Child Treatment and Child and Family Intervention*, suggested that primary prevention with "at risk" populations should be considered an urgent priority.

Terms of reference were drafted for a Co-ordinated Primary Prevention Initiative, a provincial consultation was held, and a technical advisory group was formed.

The advisory group produced the report: *Better Beginnings, Better Futures: An Integrated Model of Primary Prevention of Emotional and Behavioural Problems*.

Better Beginnings is also the name of a unique new tri-ministry primary



prevention research project: a 25-year demonstration project based on the model developed by the technical advisory group.

Both the Ministry of Health and the Ministry of Education recognized the value of this model for reaching their own prevention goals. Each ministry agreed to contribute \$700,000 a year for five years while MCSS has dedicated a total of \$1.8 million to *Better Beginnings*.

Better Beginnings will set up projects in six economically disadvantaged communities in Ontario and will focus on the young children and families there. At least one research project will be located on a native reserve.

All the families in the selected communities will be eligible to take part in either a pre-natal/infant

development program integrating with a preschool program, or a preschool program integrating with a primary school program.

Other activities might include support groups for mothers, breakfast or lunch programs, employment training or recreation.

Although *Better Beginnings* is planned as a 25-year study, there should be short-term benefits such as healthier mothers and babies, reduced child abuse and enriched primary school programs for disadvantaged children. Throughout, information will be freely shared with all government agencies as well as among the three ministries involved.

Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.

CHILDREN AT RISK

The Ontario Child Health Study could predict which children will need help

- Ten-year-old Tom is part of a family living on social assistance. That fact means that Tom is 2.8 times more likely to have a psychiatric disorder than his friend John, whose family isn't on social assistance.
- Mary is a sole parent. Because she is, her children are more likely to have psychiatric disorder than children from two-parent families.

Tom and Mary are fictional characters, but the problems they're dealing with are real. The recently-released *Ontario Child Health Study: Children at Risk*, funded by MCSS, is part of a long-term study that is trying to identify which populations of children are most at risk of social, emotional and mental health problems.

Armed with this information, the ministry and its agencies can do a better job of planning programs to help people who need it most and improve children's quality of life.

The OCHS began in 1983 as a province-wide survey of the mental and physical health of a randomly-chosen sample of more than 3,000 Ontario children aged four to 16. (See *Ontario Child Health Study: Summary of Initial Findings* (1986) for the methods used in the survey.) The newly-released *Children at Risk* document presents the results from the 1983 data and their implications.

The survey reports on groups of children at risk for three outcomes:

- psychiatric disorder;
- perceived need of professional help for emotional or behaviour problems;

- poor school performance.

The survey found three "risk indicators" in common among the children most at risk:

- the family lived on social assistance;
- there was only one parent in the home;
- the family lived in subsidized housing.

The study found there is often a relationship between the three outcomes and the three risk indicators, and that the risk indicators are strongly associated with each other.

According to the study:

- The rate of social assistance in one-parent families is 41.1 per cent; in two-parent families, it's 2.2 per cent.
- 50 per cent of children in subsidized housing are living in families on social assistance.
- 23.7 per cent of the children with psychiatric disorder also perform poorly at school; among children without psychiatric disorder, it's 13 per cent.
- Social assistance is a stronger risk indicator for poor school performance in girls than it is in boys.
- Psychiatric disorder affects almost one-third of children who live in subsidized housing, and more than 40 per cent of older children in subsidized housing perform poorly in school.
- More than one-third of young children in subsidized housing are perceived as needing professional help for emotional and behavioural problems.

The OCHS was conducted by the Child Epidemiology Unit of McMaster University's Department of Psychiatry and Chedoke-McMaster Hospitals' Child and Family Centre. It was led by Dr. Dan Offord of the epidemiology unit.



Photo: Bob Clark

by Elizabeth Marsh

INTIMIDATION IN THE SCHOOLYARD

Bullies are neither anxious nor insecure, says an internationally-recognized expert

The day the class bullies forced him to lie down in the drain of the school urinal, Henry went home and committed suicide.

His horrified parents found his body hanging from a beam in the attic. The note on Henry's desk said simply that he couldn't take the bullying any longer; he felt completely worthless and the world would be better off with him dead.

Henry's parents were devastated. They had known vaguely that Henry didn't get along well at school, but they knew nothing of the humiliations he had faced every day. Small things at first: his books pushed from his desk, his pencils broken, his answers in class ridiculed. Once he had been shoved under the shower with his clothes on. Then there was the daily harassment and threats from the bullies, pressuring him to steal cigarettes and give them money.

Finally, the day arrived when Henry couldn't take it any longer.

This particular incident happened in Norway, but the bully/victim problem is a world-wide phenomenon. Although it isn't usual for bullying to end in suicide, it does happen.

Three such suicides within months in northern Norway in 1982 aroused outrage in the media and the public. As a result, a nationwide campaign against the bully/victim problem was developed, spearheaded by Dan Olweus.

Typical bullies show little empathy with their victims ... yet surprisingly they have a relatively positive view of themselves.



Photo: Julia Naczynski

Dr. Olweus, a prominent Swedish psychologist who lectures at Norway's University of Bergen, has been conducting research into school bullying and victimization for more than 20 years. He discovered that a disproportionate number of bullies end up as alcohol abusers or involved in some form of criminal behaviour. Sixty per cent of bullies have at least one court conviction by the time they are 23, compared to 25 per cent of the general population.

As a working definition of bullying, Dr. Olweus states that a person is being bullied when she or he is exposed, repeatedly and over time, to negative actions on the part of one or more other persons.

Typical school bullies are aggressive. They show little empathy with their victims and regard them as worthless. Yet surprisingly, they have a relatively positive view of themselves.

It's a mistake to view the bully as someone who is trying to compensate



for being anxious and insecure, says Dr. Olweus. This sympathetic perception may keep teachers from intervening in acts of aggression, but it's a myth and should be dispelled.

Dr. Olweus explodes five more "bully" myths. In reality:

- The size of the school and of the class makes no difference to the incidence of bullying.
- Bullying isn't related to social class.
- Bullying isn't a response to failure at school.
- Bullies and their victims aren't slow learners. They tend to be of average ability and achievement, at least until their last three years at school.
- Victims are not singled out because they are fat, have protruding ears or teeth, red hair, eyeglasses or some other visible difference. Three-quarters of Swedish students have one or more of these characteristics but only one in 20 is picked on by a bully.

Victims tend to be physically weaker than average, and often are anxious and suffer from low self-esteem, seeing themselves as worthless, unattractive and unsuccessful. Says Dr. Olweus: "They send out silent signals saying: 'I am vulnerable. You can attack me.'"

Dr. Olweus studied more than 150,000 Swedish and Norwegian students, concluding that seven to eight per cent of the primary-school population are bullies and another 10

per cent are victims.

Projecting these figures globally indicates that bullying affects tens of thousands of students around the world. If the Olweus figures are applicable in Canada, it would mean about 400,000 Canadian youngsters are affected.

Boys in the lower grades usually bully by pushing, hitting, shoving or kicking. Older boys think of nastier methods. In Britain, a terrified teenager was suspended over a 15-metre drop by schoolmates, and in West Germany a group of older boys held a nine-year-old's head in the toilet bowl while they flushed it.

The "gentler sex" get their bullying jollies through excluding a particular girl from the group, or verbally abusing her with insults and name-calling.

What makes bullies behave the way they do? Dr. Olweus has found that if parents show little interest in a child, and especially if they use corporal punishment as discipline, the child is much more likely to end up being a bully at school.

Dr. Olweus concludes: "Bullies ... had too little love and warmth from their parents and too much freedom and physical punishment. You must have a good combination of warmth, interest and involvement and clear limits to what is acceptable behaviour."

Simplistic as they sound, these

words are the key to an intervention program that has proved successful in Norway.

The major goals for the program were to reduce, as much as possible, existing bully/victim problems and to prevent the development of new problems. The basic tools included a booklet for teachers, a folder for parents, a video showing examples of bullying and a short inventory for students designed to give anonymous information on the frequency of bully/victim problems in their school.

Other goals of the program were to increase awareness and knowledge of the problem, to achieve active involvement from teachers and parents and to develop clear rules against bullying behaviour, as well as to provide support and protection for victims.

Programs involving 2,400 students from 42 schools in Bergen, Norway, brought startling results: the frequency of bully/victim problems in these schools decreased by 50 per cent or more in the two years following the campaign. Anti-social behaviour in general such as theft, vandalism and truancy showed a marked drop during these years, and student satisfaction with school life increased.

Dr. Olweus visited Toronto in the spring to take part in two days of conferences co-hosted by the Ministry of Community and Social Services and the Ontario Prevention Clearinghouse. His anti-bullying model has important implications for the prevention/promotion strategies of the ministry's Children's Services Branch; the Toronto Board of Education also plans to examine his approach.

Says Dr. Olweus: "We have shown that if parents recognize this problem, and if they and our teachers act on it, we have a chance of restoring a happy life to tens of thousands of youngsters. That is a gratifying prospect indeed."

Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.

by Julia Naczynski

CAUTION: CHILD AT WORK

Does your child know what you do for a living?

A sk a child what Mom or Dad does for a living and you may be alternately impressed and flabbergasted about her perceptions — or mis-perceptions, as the case may be.

Take Carolyn Ranieri, for instance. The Grade 3 pupil is the daughter of Susan Wilson, a clerical support worker for Special Services At Home (SSAH) at the Waterloo Area Office. Recently Carolyn, who is eight and a student at J. F. Carmichael School, put together a project about her mother. The assignment: describe and draw a typical work day.

Carolyn's ideas about Mum's work turned out to be both accurate and ... well, whimsical.

True, Mum works in an office building in the middle of a shopping centre, and she prepares cheques for people. She also answers the telephone and works on a computer and has a boss named Bev.

According to Carolyn, Mom is especially happy when lunchtime comes around. Beneath a drawing of her mother wearing a big smile was a caption reading: "This is my mother saying hip hip hooray it's lunch time."

Carolyn says her mother's job is "to

pay the people who come into a family's home to help with a chyld who is developmentally handicapped." Carolyn also writes that her mother "likes her job because she likes working where she can help other people."

Carolyn's book of drawings and story earned the praise of her teacher for an excellent project neatly done; it also earned her a lunch out with Mum on a school day.

And Susan's reaction to her daughter's art? "It was wonderful — I just laughed," she says. "I had a lot of fun showing it here (in the office).

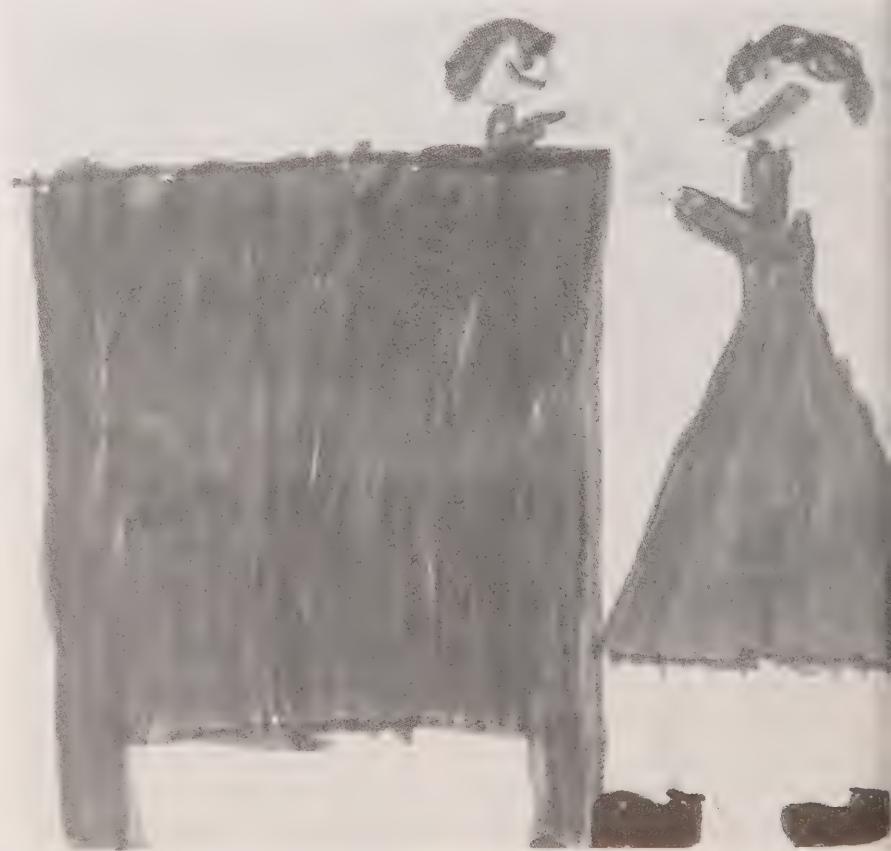
"It was interesting to see her perception of what Mum does for a living — her idea of how money gets to people" as immediate, rather than as part of an administrative process.

Carolyn begins Grade 4 in the fall.

Photo of illustration: Doug Sutherland



Carolyn & Susan



"This is my Mum paying a person."

par Michel Payen-Dumont

LE RÉSEAU ONTARIEN DES SERVICES DE GARDE FRANCOPHONES

L'idée d'un réseau ontarien des services de garde francophones a vu le jour en juin 1988 et la première assemblée a eu lieu en novembre de la même année. Aujourd'hui, neuf représentants élus en assurent la bonne marche.

Le but du ROSGF? Assurer un éventail complet de services de garde en Ontario. Ses objectifs sont les suivants : regrouper les garderies francophones, collaborer au développement des services francophones, identifier les besoins de la communauté francophone et enfin, faire ses recommandations au gouvernement. Une tâche d'envergure!

Tous ses services et programmes se déroulent en français et visent l'épanouissement de la langue par son emploi à tous les niveaux d'exploitation des services de garde. Ses membres sont actifs ou de soutien, les premiers ayant droit de vote et les derniers droit de parole aux assemblées.

Monsieur Beer a exprimé à plusieurs reprises sa préoccupation quant à la pénurie de personnel et de services francophones dans les garderies, déclare Mary Sutherland, Coordonnatrice des programmes de garde d'enfants. C'est pourquoi, le ministère des Services sociaux et communautaires collabore étroitement avec l'ACFO, le Secrétariat d'État et le

Réseau ontarien des services de garde francophones afin de faciliter la mise sur pied de ces services.

La garderie est un endroit privilégié où l'enfant peut vivre et s'épanouir en français. Par contre, il existe un lien étroit entre l'assimilation linguistique des enfants francophones et les garderies bilingues. Le rôle de la garderie de langue française est donc d'offrir à l'enfant une continuité entre le milieu familial et l'école française. Or, on compte très peu de garderies francophones en Ontario.

Il est très important que l'enfant franco-ontarien, de la naissance à quatre ans, évolue dans un milieu où il entend sa langue maternelle. L'éducation qu'il reçoit à la garderie doit lui permettre de se valoriser dans son identité francophone. Lorsque des parents francophones choisissent une garderie pour leurs enfants, la langue de communication est un critère de première importance.

Comme l'exprime Claire McCullough, Coordonnatrice provinciale du ROSGF: Pour atteindre l'objectif d'une plus grande participation de la population francophone au devenir de l'Ontario, il est impératif que des garderies de langue française soient disponibles et accessibles dans toute la province.

D'où la nécessité d'un réseau; la garderie de langue française doit être développée au même titre que les autres services éducatifs de langue française pour favoriser l'apprentissage



Mary Sutherland, coordonnatrice des programmes de garde d'enfants, MSSC : « le ministère des Services sociaux et communautaires collabore étroitement avec l'ACFO, le Secrétariat d'État et le Réseau ontarien des services de garde francophones. »



Claire McCullough, coordonnatrice provinciale du réseau : « il est impératif que des garderies de langue française soient disponibles et accessibles dans toute la province. »

de la langue et sensibiliser l'enfant à sa culture.

Michel Payen-Dumont est traducteur principal des Services en français, MSSC.

Story by Brenda Pilley

Photos by Doug Sutherland

30 YEARS OF DEDICATION TO CHILDREN

An "institute that keeps children out of institutions" celebrates three decades of service

This year, CPRI

celebrates its 30th year of providing services to children and their families.

CPRI (the letters represent the

original name, "Children's Psychiatric Research Institute") opened its doors in London in 1960 as an outpatient clinic for children with developmental handicaps. In 1965, in response to community needs, it expanded to become a regional children's mental health centre and now includes a

residential program of 118 beds and an outpatient treatment program for 1,200 clients.

Today, CPRI provides diagnostic and treatment services not only for children with developmental handicaps, but for children who are emotionally disturbed. The clients' ages can be from infancy through to 18. The MCSS facility is a short-term treatment centre, with the average

length of treatment ranging from three to six months.

CPRI's services are based on the principle that children with special needs should be assessed and treated within the context of their families and communities. In fact, CPRI is referred



CPRI is a major teaching institute with strong ties to the University of Western Ontario.



The goal of CPRI's Pratten I Child Life Program is to establish a comfort level for multi-handicapped children who may be staying at the unit for short-term parent relief or longer-term programming. Sensory stimulation and therapeutic play activities are an important part of this program. Here, nurse Marilyn Morley provides some extra attention to a multi-handicapped infant.



Each summer a therapeutic day program for youngsters with autism who are from six to 18 years of age takes place at CPRI. Daily schedules are designed to meet the needs of the children in a variety of settings, including vocational training, recreational and leisure time activities. Shown is a 15-year-old boy engrossed in an art project.

to as "an institute that keeps children out of institutions."

On-going efforts are made to maintain the child's relationships with his or her family. Parent relief services are provided to give parents of young multi-handicapped children a break from the demanding care that their children usually need.

SERVICES

Paediatric services are offered to children with multiple handicaps, from newborns to five-year-olds on a home-visiting, outpatient, residential or

parent-relief basis. CPRI believes that early intervention is helpful in reducing the severity of handicaps in children who are "at risk" of later developmental problems.

Children's programs (for ages 6 to 12) and adolescent programs (13 to 18) are offered at community and outpatient levels as well as residential levels where the client is not able to be cared for in the home. There is a wide range of treatment programs offered to children who may have developmental, emotional or behavioural problems.

Programs are geared to encourage appropriate behaviours, self-care, social and pre-vocational skills. A support program is offered to sexually-abused youngsters which provides opportunities for children to express their feelings, build self-esteem and share similar experiences with their peers.

EDUCATION

CPRI is a major teaching research institute, affiliated with the University of Western Ontario, University of Waterloo and Fanshawe College. Each

*...youngsters
have the
opportunity to
express their
feelings, build
self-esteem...*



Recreation is an important part of programming at CPRI. The children's energy is channelled through leisure activities such as sports, music, picnics and dances. These programs are geared for success and serve to increase the children's self-confidence and social skills.

year there are approximately 150 students on placement at CPRI from these schools.

All full-time clinical and direct care staff are required to complete a minimum of 40 hours per year of professional education. To meet this requirement, a series of professional education workshops, along with an annual symposium, are held at CPRI each year.

**...children with
special needs ...
should be
treated within
their families**

RESEARCH

Research is a strong component of the work done at CPRI. There are about 50 research projects under way at any one time, in subject areas such as medical and laboratory projects, rehabilitation therapies and social sciences.

Some projects include parenting research, sexual abuse studies, lead screening, porphyria (abnormal metabolism) screening, autism, neurofibromatosis (popularly but erroneously known as "Elephant Man's Disease"), cytogenetic (cell) studies and biochemical studies.

*Donna Miller is a "child
in mind" at CPRI, London*



The various programs at CPRI strive to help clients reach their optimum level of independence. Shown here is a 14-year-old client from Cottage #19 taking public transportation to a community outing.



FROM THE DEPUTY MINISTER'S DESK

SPECIAL
BULLETIN

The past few months have seen many changes in the Ministry of Community and Social Services. Reforms in social assistance, long-term care services for the elderly and for people with disabilities — to name just a few — have resulted in substantial changes to our ministry's structure.

One of the most significant changes is the creation of a new division, Community Health and Support Services Division, headed by Assistant Deputy Minister Michael Ennis. This position reports to the Deputy Ministers of both MCSS and the Ministry of Health. The division takes on the balance of the functions that were performed by the Services for Disabled Persons Branch, as well as all seniors programs previously located in the former Elderly Services Branch.

The new Community Services Branch, with newly-appointed Director Judi Richter-Jacobs, has been created within the Family Services and Income Maintenance Division under Assistant Deputy Minister Jane Marlatt. Community Services Branch combines the work of the former Family Support Branch and part of the functions of the Services for Disabled Persons Branch, such as wage policy.

All these efforts are aimed at better delivery of services and programs to our clients, the people of Ontario — particularly those who require services to help them deal with physical disabilities or aging.

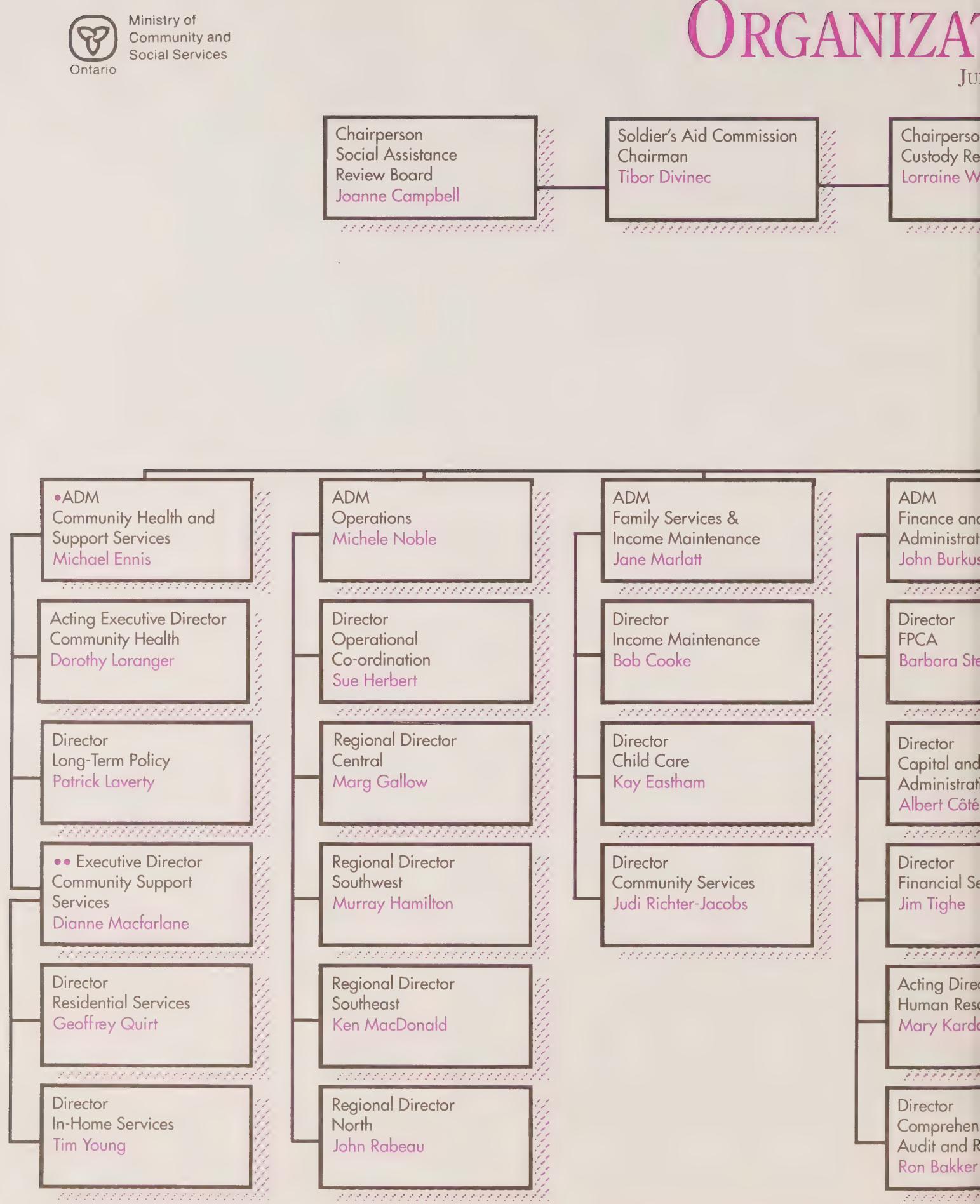
Recently you have been hearing a great deal about comprehensive long-term care reform. Many of the changes within the ministry are aimed at positioning MCSS to meet the recommendations of the *Strategies for Change* document, which outlines the need to better co-ordinate community support services and facilities such as nursing homes, homes for the aged and chronic care institutions.

Already, much effort has been made by Minister of Community and Social Services Charles Beer and Minister of Health Elinor Caplan to position both ministries to meet the growing need for these services and supports.

To help you keep up with the recent changes within our ministry, you will find an updated organization chart on these pages. You'll also find a "who's who" gallery of both new and familiar faces to help you keep pace with recent ministry appointments.

In a ministry as large as ours, change is an on-going process. I know you will continue to put forward your best efforts to meet the challenge of change so that we can provide the best possible programs and services.

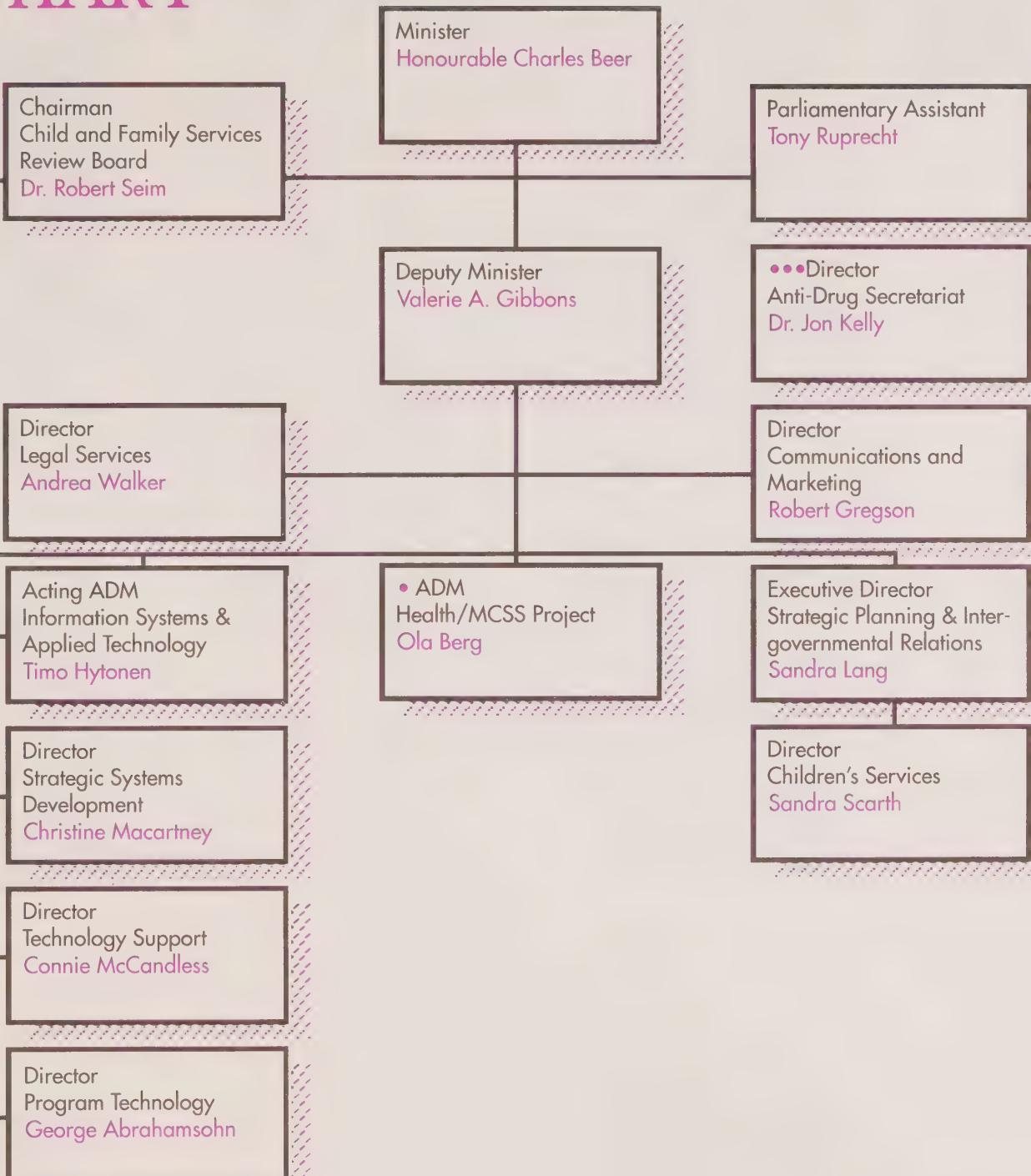
Valerie A. Gibbons
Deputy Minister



ORGANIZATION CHART

90

oard



• Also reports to D.M., Ministry of Health

•• Responsible for long-term care field operations

••• For administrative support

WHO'S WHO AND WHERE

COMMUNITY HEALTH AND SUPPORT SERVICES DIVISION



Patrick Laverty
Director
Long-Term Care Policy
Branch



Dianne Macfarlane
Executive Director
Community Support Services
Branch



Geoffrey Quirt
Director
Residential Services Branch



Michael Ennis
Assistant Deputy Minister
Community Health and
Support Services Division



Tim Young
Director
In-Home Services Branch

OTHER APPOINTMENTS:



Albert Côté
Director
Capital and Administrative
Services Branch



Judi Richter-Jacobs
Director
Community Services Branch

by Dave Rudan

STRAIGHT TO THE BANK

"Good afternoon, Family Benefits Direct Deposit Hot Line."

MCSS staff in Peterborough love hearing Cathy Ferguson and assistant Brenda Barber answer their phones, since every caller is a potential candidate for direct deposit — and that means not worrying about missing cheques.

Most of the ministry's 200,000 FBA recipients receive their cheques in the mail. However, mail sometimes gets lost on its way. Mail from Toronto to Peterborough goes by way of Ottawa. This was one of the reasons why Peterborough was chosen as the pilot site for an experiment in direct deposit of FBA cheques.

With factors such as weather, vehicle breakdown, labour disruptions and lost or stolen cheques, at the end of each month some unhappy people are calling or arriving at a ministry office looking for a replacement cheque. In fact, more than 16,000 replacement cheques had to be issued last year.

Since the direct deposit of employees' pay cheques has worked well, why not try the same concept with FBA cheques?

"The last banking day of each month clients are guaranteed access to their money," says Homer Brooks, project co-ordinator in Peterborough.

Last year an Operational Co-ordination Branch team headed by Windsor's David Earle set up the experiment to see if the magic of electronic funds transfer (EFT) could benefit FBA recipients.

Here's how it works: using an electronic tape provided by the ministry, Treasury (through the Bank of Montreal) automatically credits the bank, credit union or trust company account selected by the FBA recipient.

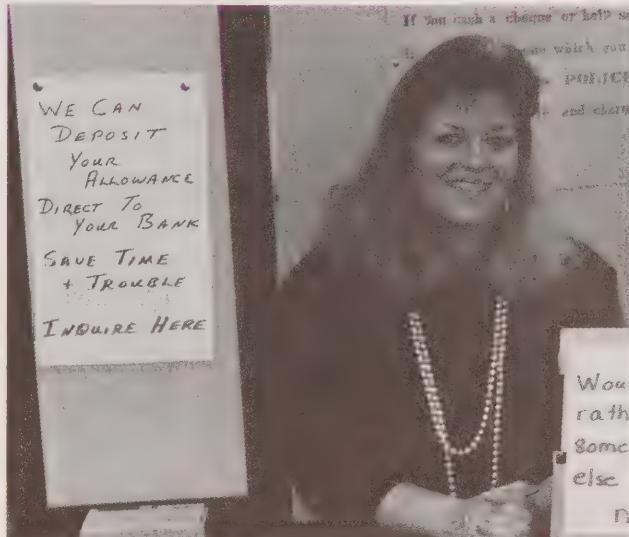
When errors occur, they can be corrected simply by calling the client's financial institution.

However, some FBA recipients choose not to deal with any financial institution. Others who live in rural areas prefer the convenience of cashing cheques at the local store. Some believe their funds might be seized from a bank account.

All of these factors were carefully considered when the task group decided to try for an initial test group of 1,800 recipients. A direct mail campaign was launched last August, inviting people to information sessions or to call the Direct Deposit Hot Line.

Most calls came after the *Peterborough Examiner* published a story about the hot line. Some people preferred not to commit themselves until they heard how well the system worked. "The FBA grapevine is alive and well," Cathy observes.

In January, 570 recipients of Family Benefits (FBA) chose to participate in



Most inquiries about Peterborough's EFT pilot project came after a newspaper article was published, says project officer Cathy Ferguson.

the pilot project to have their monthly allowances directly deposited to their personal bank accounts. At the end of the month, all but 10 had the cash in their accounts.

By comparison, 96 replacement cheques had to be issued in the control group that still received their cheques by mail.

By the end of April, 1,550 FBA recipients were on direct deposit; the error factor over the first three months of the pilot was just .01 per cent.

"It may be a system that drives itself by word of mouth," says David Earle. He and committee members have been giving briefings around the province to income maintenance staff.

A report on the project is under review by Senior Operations Management Committee.

Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.

Since the direct deposit of employees' pay cheques has worked well, why not try the same concept with FBA cheques?

by Wayne F. Le Belle

FRIENDS IN NEED

The adult protective service worker helps those who struggle to live independently

This is a quiz. Name a group of persons who work on behalf of people with developmental handicaps, can be fired at any time by their clients and sometimes have to fight like tigers for rights that most of us take for granted.

Okay, here's another hint. These persons can be male or female and are never armed but offer protection. Their services sometimes include furniture-moving, bill-paying, marriage counselling, crisis management, chauffeuring and even cooking — it's all part of the territory.

Give up?

Most of Ontario's 175 or so adult protective service workers (APSWs), who help adults with developmental handicaps live as independently as possible, would never admit to giving up: it's not usually one of their traits.

This highly successful program of the Ministry of Community and Social Services has offered a unique service to people with developmental handicaps since 1974. It evolved because of concern for the care of those adults of limited functioning ability who are capable of living independently within the community, but lack normal parental support and supervision.

It is estimated that there are about 7,000 active cases being serviced by APSWs in Ontario. The majority of cases are people who are trying to live independently but need some help.

APSWs ensure their clients receive appropriate and necessary supports,

**"Our clients ...
have to get better
organized so that
they can
advocate for
themselves."** —

**Kim Scinnoca,
APSW, Guelph**



Kim Scinnoca

often working in partnership with transfer payment agencies who are aiming for community integration.

What is unique with the program is that it is strictly a voluntary relationship: clients can "fire" their APSW.

"It isn't the clients I serve who stress me out, it's the system," admits Kim Scinnoca, an APSW working in the South Wellington County and Guelph area. She believes that advocacy is the most important part of her job. "It's definitely important that APSWs be involved because we let our clients know what their rights are and how to get them. We can only do this with advocacy."

"Our clients need friends like the People First movement and they have to get better organized so that they can

advocate for themselves."

Advocacy is listed as the main task of the APSW in the MCSS guide for APSWs (1982). Other functions include case management, primary trusteeship, outreach, accommodation, medical-dental co-ordination, lifeskills counselling, emotional counselling and liaison with clients' families.

It was through case management and advocacy that Kim helped a client get treatment for child abuse. "This developmentally handicapped person wanted treatment but couldn't get it from the jail he was in and had been institutionalized for decades." The process took a long time and was eventually resolved at the ministerial level.

Kim says without the strong backing of her agency, the Guelph

Photo: Julia Naczynski

Wellington Counselling Centre, she couldn't be a strong advocate.

Hundreds of miles north of Guelph, APSWs connected with Northern College in Timmins find it tough, reflects Gary Yateman, a former APSW who now supervises the college's program. The job is difficult in northern Ontario because of the geography and sparse services.

"I remember when I started as an APSW in 1980, I discovered it was a strange job — you had to fly by the seat of your pants like the old pilots did," recalls Gary.

"I see many pluses in this program because flexibility is the key to the service our workers provide. If you regulate and make APSWs work within strict regulations, you don't have the same power."

Toronto-born Gary comes from a teaching background and worked in Waterloo and Burlington before heading to Kirkland Lake.

"I think we could live without APSWs but landlords, parents, Family Benefit workers and the clients themselves must have them . . . It's been their role to advocate and meet their client needs."

For the APSW who works in the Oshawa-Ajax-Pickering-Whitby area of Durham, "it certainly isn't dull," comments Patti Smith, a former behaviour therapist and supported independent living supervisor. "I just love what I do as an APSW."

But like Kim, she finds constant tilting at the system is difficult. "In a lot of cases, we are the only support that our clients have. Some systems exploit developmentally handicapped people and advocacy by APSWs is the only way out. I know that once I speak on their behalf, I can co-ordinate some changes and empower them to make their own decisions."

Patti once worked with a client who had come from a psychiatric facility and was being abused in a room and

board living situation. "She had no clothes, she was filthy and, quite frankly, was suffering from malnutrition," says Patti.

"The terrible part about this situation is that her mother was very wealthy and had been sending \$200 or \$300 a month for her upkeep, but everything her daughter owned could be stuffed into one plastic bag when she left this boarding situation.

Her mother had no idea what was going on until I became involved."

Patti kept advocating until her client was re-institutionalized and then went to a group home. The process took less than two months.

"Without the power to advocate, this person would probably have died from malnutrition."

With eight years of experience in group homes in Markham and Burlington, working in an adult rehabilitation centre in North Bay and another seven years as an APSW, Steve Tennant of Perth has seen a lot of changes. "But without the advocacy role we play, many people with developmental handicaps may not get what's rightfully theirs in medical, dental, legal, housing and all aspects of their lives. Someone has to fight with them; that's what APSWs do."

Steve works with a lot of families, "and as a parent, I know what it's like to protect my kids, so I understand. But, as an APSW, I often ask questions the parents don't like to hear," such as what arrangements have been made to ensure the child's quality of life after the parents pass away.

Trust is the key to good social work practice and Steve believes in



Steve Tennant

this. "Every time I get a call from a client and they want to talk to me, that's trust and I count these calls as my successes."

Some are critical of the APSW's role. There are those who say APSWs should be case managers instead of advocates. Others don't believe that APSWs should be moving furniture or cooking or helping manage budgets. APSW cases are becoming more complex, as people who have spent most of their lives in institutions are moving into the community.

APSWs come from many disciplines and backgrounds. Recognizing this, the Adult Protective Services Association of Ontario is now negotiating with Humber College in Toronto to offer specially-designed courses for training APSWs.

Wayne LeBelle, who is an APSW in Sturgeon Falls, served as chairperson of the Adult Protective Service Association of Ontario in 1989. He has a varied background as researcher, journalist, teacher, advocate, desktop publisher, writer and photographer.

"Someone has to fight with them; that's what APSWs do."
—Steve Tennant,
APSW, Perth

"I know that once I speak on their behalf ... I can co-ordinate some changes and empower them to make their own decisions." —
Patti Smith,
APSW, Durham area

HOME AGAIN, WITH HELP

Assistance from support care workers makes it possible for a ventilator-dependent woman to live at home

An intensive care unit is not the most uplifting place to live," says Mary Richardson.

Thanks to the teamwork of support care staff in her apartment building, Mary won't have to.

Mary has become the first ventilator user in Ontario to be able to live independently in a supported-living apartment.

Because of a home ventilator system and the willingness of support staff to help her use it, Mary was able to move back into her apartment at



A home ventilator the size of a portable television and the help of specially-trained support care staff have made it possible for Mary Richardson to continue living in her own apartment.

Bellwoods Park House in west Toronto after a serious bout with pneumonia. The illness was complicated by respiratory failure, and Mary required a tracheostomy and a lengthy stay in a hospital intensive care unit. "To be honest, I didn't think I'd be able to come back," she says now.

Because of the tracheostomy, Mary, who is physically disabled as a result of childhood polio, now needs a ventilator while she is sleeping to help her continue breathing. In Mary's case, this requires a trained person to connect the ventilator to an artificial opening in her throat because her polio has left her with very limited mobility.

For someone who lives with a spouse or family, this is not usually a problem since family members can be trained to use a home ventilator system. But Mary's case was different, because she is a tenant at Bellwoods, where she has lived since the building opened in 1967. She and the other tenants rely on assistance with their non-medical personal needs from workers with the attendant care program, which is funded by MCSS.

Bellwoods, which was the first residence for adults with disabilities in North America, is accustomed to breaking new ground, and the volunteer board of directors felt that Mary shouldn't have to move out of her home and into a hospital if technology could make it possible for her to continue living independently. "We have a forward-thinking board, and our focus is to encourage people to live independently and make their own

life choices," says Peter Singh, program manager at Bellwoods.

The home ventilator was purchased through the Ministry of Health's Assistive Devices Program, along with a Medi-Pump, a suctioning device. Mary uses up to 10 times a day to clear her trachea of mucus.

At first, the support care workers were uncertain they could handle the task of connecting Mary to the ventilator, a 15-minute procedure; some were afraid they might inadvertently hurt her. "It helped that they knew Mary, that her condition was stable and she was able to direct her own care," says Peter.

With training from Lisa Unger and Bev Dwarica at West Park Hospital, a series of workshops was held to train 18 full-time support care staff in ventilator use. Mary attended one-third of the workshops to give staff hands-on experience with the equipment.

Finally, after almost 11 months in hospital and a trial overnight stay at Bellwoods, Mary returned to her apartment. She has been home since February, thanks to the care provided by the support services staff with her ventilator.

Mary's case is a compelling illustration of the Bellwoods' value system, says executive director Karen Robinson — "that the disabled person has the right to choose and direct their own care, and to receive services which enable them to function within the community in the most independent manner possible."

ACCESS TO INFORMATION GROWS

New legislation will soon broaden your right to access and privacy

You already know that the Freedom of Information and Privacy Act (FIPPA) provides you with rights and obligations as a civil servant and as an employee.

But soon, FIPPA will affect you in your community, as a citizen, a taxpayer — even as a parent.

Ontario's municipalities and local boards will be coming under provisions similar to FIPPA as of January 1, 1991. This means people will have access to personal and general information kept by about 2,500 municipalities and local boards, including bodies such as school boards, conservation authorities, police commissions, library boards and boards of health.

"Access to information will be broadened substantially," says Elizabeth Flavelle, co-ordinator of the MCSS FIPP Unit.

All of this happens under the Municipal Freedom of Information and Protection of Privacy Act (1989). It is similar to FIPPA (1987) and based on FIPPA's principles, but has been modified to take into account the particular circumstances of municipal corporations and local boards.

This municipal FIPPA recognizes that the right of access to information is not absolute; it allows for two types of exemptions, mandatory and discretionary.

Other bodies covered by the Municipal FIPPA include district welfare administration boards, planning boards, police villages, joint committees of management and joint

boards of management established under the Municipal Act, public utility commissions, municipal corporations and hydro-electric commissions.

Elizabeth notes that transfer payment agencies and children's aid societies will not be affected by the municipal FIPPA because they are not defined as an institution in FIPPA; they are governed by the Child and Family Services Act.

Orientation and training in the municipal FIPPA is the responsibility of Management Board Secretariat. Management Board is offering workshops to assist municipalities and local boards in preparing for the legislation.

Training is available for municipal and local board employees affected by the legislation. It includes one-day intensive training and is offered province-wide by municipal associations (such as the Ontario Municipal Social Services Association) and community colleges.

Field staff who receive inquiries about the municipal FIPPA can refer queries to the FIPP Branch of Management Board Secretariat (416-586-2049). In addition, a handbook, *Preparing for the Legislation: A Guide for Municipalities and Local Boards*, is available from the branch.

Also available is a video, *Key to the Community*, and an in-depth handbook for municipalities and local boards which explains the legislation in greater detail, available at the Ontario Government Bookstore, 880 Bay St., Toronto, for \$6.00.

The address of Management Board

Secretariat's FIPP Branch is 56 Wellesley Street West, 18th floor, Toronto M7A 1Z6.

COMING UP

CHILD CARE: YOUR CHOICE.

A six-part TV series on TVO, funded in part by MCSS (Child Care Branch) is being repeated. Hosted by Roy Bonisteel, former host of *Man Alive*, it's a parental guide to finding child care. Dates and times are: Thursdays at 8:30 p.m. beginning July 26; and Saturdays at 1 p.m. beginning August 4. Topics include quality, neighbourhood care, child care centres, nanny care and other options.

O c t o b e r 1 6 - 1 8

CHILDREN ARE OUR FUTURE.

Professional development forum. Co-sponsored by MCSS Operations Division and Child Care Branch, for all staff involved in child care. Location: Delta Chelsea Inn, Toronto. Registration packages will be sent out throughout the ministry to potential participants.

by Julia Naczynski

EXPANDING YOUR HORIZONS

Secondment is a great way to get a new perspective about work

Achange is as good as a sabbatical. That's what Bob McCracken, a VRS supervisor with the Waterloo Area Office, has found after 18 months on secondment.

Bob's experience last year is a good example of how secondments can

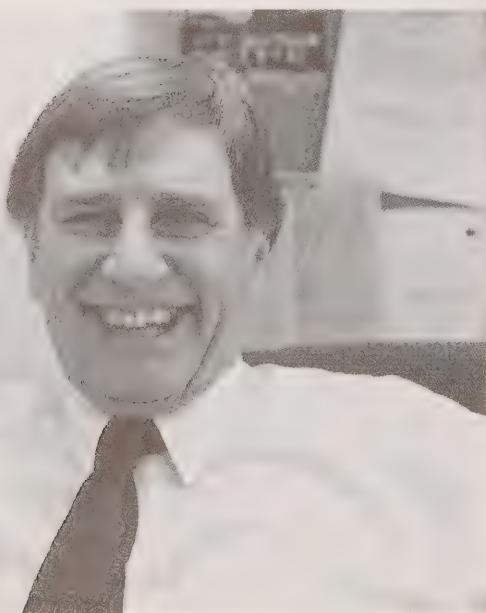


Photo: Julia Naczynski

Secondment gave VRS supervisor Bob McCracken the opportunity to try out two different lines of work.

refresh and revitalize ministry employees and, at the same time, benefit the ministry and community agencies.

Bob, who has been with MCSS since 1968, thought about career development opportunities as part of his 1988 performance appraisal. One of the suggestions he had was for a secondment to a community agency. "I saw the opportunity to expand, both personally and professionally, through secondment," he explains.

Coincidentally, the three United Ways that serve the Waterloo area wanted to develop a project called the Volunteer Leadership Development Program (VLDP). The project involves providing a developmental series of training workshops for people on the boards of volunteer organizations.

The United Ways of Guelph, Kitchener-Waterloo and Cambridge & North Dumfries negotiated successfully to obtain Bob's services as VLDP project co-ordinator on a secondment basis. In Bob's case, this meant continuing on full salary while being "employed" by the United Ways.

Bob was delighted to get the chance. "Here was a project management opportunity for me, with a local group and with no significant administrative costs to the groups," he says.

The secondment also provided an opportunity for MCSS to offer a resource — leadership training — to some of its agencies, which would help make the agencies more effective and, ultimately, benefit the ministry.

Bob worked out of his own home on a personal computer to develop an implementation plan for VLDP. During this period, "I was reporting to six bosses" at the ministry and the United Ways.

He worked with the K-W United Way, the Cambridge Volunteer Bureau and the Guelph Social Planning Council to develop a workplan and targets for VLDP.

The project progressed so well and

so rapidly that Bob finished his work in 12 months instead of the 18 allotted to his secondment.

He spent the remaining six months working in a field he's been interested in for some time: computer applications, in which he helped the Southwest Regional Office in developing definitions for the Services and Resources Phase I strategic database.

Bob's secondment provided a developmental opportunity for another ministry employee, since Bob's workload was taken over by one of his VRS counsellors as part of her career development.

It also gave the three United Ways an understanding of how the ministry works and enhanced the ministry's image in the community.

Says Brenda Peters of the Cambridge United Way: "We wouldn't have been able to even think about developing VLDP for years" if Bob's services had not been made available.

"It can only build bridges between our agencies and the ministry," says Marilyn Stephenson, Waterloo area manager. "It's a nice way of building a team and a partnership in our community."

Marilyn feels external secondment is one of many proven ways to help meet their career goals. "At the same time, community secondment provides us with a vehicle to share with the community the skills and expertise of the ministry outside our usual role," she says.

SAFE DRIVING AWARDS

Professional drivers at MCSS will be rewarded for accident-free driving.

The ministry is participating in the Ontario government safe driving recognition and awards program, which was introduced April 1. The program offers awards to professional drivers who have had accident-free driving since April 1, 1985, or longer.

Eligible drivers are those who are employed to drive and

operate ministry vehicles that require a driver's licence; personal vehicle use is not included.

Candidates can apply to their supervisors to be nominated. Fleet administrators will manage the program in their own areas.

For more information, contact Jim Lawrie, supervisor of fleet management with the general services section of Capital and Administrative Services Branch at (416) 965-5723.



Photo: Julia Naczynski

PURCHASING OFFICERS “THINK GREEN”

Getting the ministry's purchasing officers to “think green” was the aim of one seminar at the annual purchasing and supply conference in May.

Larry Loop, director of the Ministry of Government Services purchasing services branch, spoke to about 40 MCSS purchasing officers from around the province about environment-friendly options within the government.

The MGS Office Products Centre now has a “green” line of environmentally-sound products in its latest catalogue, Larry told the purchasing officers. These include refillable containers for photocopying toner and other reusable products.

He encouraged the officers to recycle and reuse surplus assets, such as furniture, as an alternative to purchasing new items.

Larry noted that the

province is providing leadership in recycling paper. It's also participating in a federal/provincial task force on environmentally-friendly products, and is a member of GIPPER (Government Incorporating Procurement Policies to Eliminate Refuse), which involves municipal governments in the Toronto area.

The two-day conference, held at Queen's Park and organized by the Capital and Administrative Services Branch, included seminars on topics such as the Goods and Services Tax, fleet management, facility automation and the disposal of hazardous waste.



Recycled Paper

FAREWELL TO MIKE

After 32 years with the Ontario Public Service — all of it with the ministry — Mike Basich has retired as director of the Capital and Administrative Services Branch.

Mike began his career in 1958 as a field worker with the Department of Public Welfare (in today's terms, he was an income maintenance worker), moving from his native Sudbury to Sault Ste. Marie to take the job. He later moved back to Sudbury for a brief time and worked his way through the ranks to become a regional administrator (area manager), which was “a much different role in those days,” he says.

Mike has been the Hamilton

area manager, worked in the Toronto Area Office and was assigned to work on several special projects, including the first major initiative to build child care centres.

In 1974, he became the director of capital services and four years after that, the branch was amalgamated with administrative services.

His plans include taking the summer off, and he is considering the possibility of launching a second career in the fall.

PROJECT MANAGEMENT UPDATE

by Carol Latimer

The Project Management Register is alive and well and ready for use!

In February, about 2,000 register applications were sent to all ministry staff in the management and excluded categories level 13 and above. Once the register has been evaluated and determined to be a viable tool for selecting staff for project teams, consideration may be given to expanding it to include more staff. Of the 2,000 applications sent out, 300 had been completed and returned by the beginning of May.

The Project Management team is very pleased with the response to the register. The response illustrates the strong commitment to the Management

Framework and the ministry's new way of "doing business."

Team leaders for both inter-divisional and intra-divisional teams have searched the register for staff with the skills and experience they require to complete the task assigned to them. Says one team leader: "The register provided me with the names of people I never would have thought of but who have both the knowledge and expertise I'm looking for."

There is no deadline for completing the application, so those staff members who decide to do so later should feel free to apply in the future. There's nothing to lose and a wealth of experience and knowledge to gain!

Accompanying the application for the Project Management Register was a request for staff interested in becoming members of a Project Management Support Network.

So far, more than 30 people from a variety of areas in the ministry have volunteered to join the network, which is meant to orient managers to Project Management as well as to train and support project teams as they are established. Members of the network will become change-agents for the ministry as it moves from a traditional bureaucracy to a network organization — something that is necessary to carry out our work in a more efficient and effective way in the '90s.

Network members are currently being trained in their tasks in order to ensure consistency of orientation, training and support throughout the ministry.

Orientation sessions for managers were scheduled to begin in late spring, while training and support from project teams will happen on an as-needed basis.

For more information on both the Project Management Register and the Project Management Network, contact Carol Latimer, 3rd floor, Hepburn Block, Room SW375, tel. (416) 965-3203.

DAVID RETIRES AFTER 35 YEARS

Does this look like the desk of a man on his last day on the job? David Abramowitz valiantly tries to catch up on 35 years' worth of paper on the eve of his March 30th retirement as employee

relations adviser in the Human Resources Branch.

David, who began his career in the filing room of the (then) old age assistance branch, estimates that he has presented as many as 600 labour relations

workshops over the past five years alone. David plans to do some consulting work in the future. He also plans to catch up on home repairs that have been put aside ("my house is giving me apoplexy"), work on his

mother's cottage and do some volunteer activities for the B'nai B'rith's League for Human Rights Community Advisory Council.



EXCELLENT EMPLOYERS

A special event took place at the Ottawa Area Office in April when area manager Pierre Lalonde presented a plaque to Kenneth Cox of Revenue Canada's personnel administration branch. The occasion was the annual Employer of the Year award ceremony. It's organized by Vocational Rehabilitation Services to recognize a local employer for contributing to employment equity by integrating individuals with disabilities into the workforce.

After five years, the Employer of the Year Award has become a tradition for VRS in Ottawa. This year's ceremony marked the first time a public sector employer has been presented with the award. Revenue Canada was given the



From left: Ottawa area manager Pierre Lalonde presented the Employer of the Year Award to Kenneth Cox, assistant deputy minister of personnel administration in Revenue Canada Customs and Excise. With them are: Veronica Britton, staffing administration, Revenue Canada; Iona Quinn, MCSS employment development officer; Jeanne Riendeau, VRS counsellor; Suzanne Azzie, manager of employment equity for the Public Service Commission; and Ken Theoret, head of systems and micrographics, Revenue Canada.

award for its active participation in assessment, training and employment.

Seven individuals with varying disabilities were offered a range of work experience opportunities. Most of them have moved on into

employment within Revenue Canada, including one as a systems analyst; one person received in-house training in accounting.

Revenue Canada was praised for its ability to respond to people with disabilities

according to their individual needs.

*Iona Quinn
Employment Development Officer
Ottawa Area Office*

DIALOGUE WRITERS WIN AT FORUM AWARDS

Stories that were published in *Dialogue* last year captured the majority of prizes in the feature writing category at the 1990 Information Officers' FORUM awards.

FORUM is an organization for government communicators. Each year it sponsors a competition of government communications, which are judged by panels of communications professionals.

from the public and private sectors.

In the feature story category, *Dialogue* advisory board chairperson Robert A. Miller won a Gold Award for his story, "On the inside track" (Winter 1989 issue), about a day in the life of employment liaison officer Charly Chiarelli.

A Silver Award was given to communications manager and frequent contributor Dave Rudan for the story, "Happiness is finding you're not so dumb after all" (Winter 1989), about literacy pioneer Fred Ryan and efforts to teach reading in non-traditional settings.

A Silver Award was also



Dave Rudan, Julia Naczynski, Robert Miller

presented to *Dialogue* editor Julia Naczynski for her story, "...and they lived happily ever after" (Spring 1989). The story explored the myths of aging and what it really means to be a senior citizen.

Julia was also presented with a Bronze Award for the story,

"Kids these days" (Summer 1989), about the difficulties and dangers that today's teenagers face as they struggle toward adulthood and independence.

Peter Taylor

ACCOLADES TO EMPLOYEES WHO VOLUNTEER



Corporate (Head Office) recipients of the staff Community Involvement Awards: John Wilson with Minister Charles Beer, Barbara Fisher and Martha Goodings with Assistant Deputy Minister Michele Noble.

The fourth annual volunteer awards sponsored by MCSS were presented at regional awards ceremonies in April and May.

A total of 28 Community Involvement Awards were presented to employees of the ministry to recognize outstanding volunteer achievement in a community program such as social services, health or recreation.

In Southwest Region, the staff recipients were: Victor Herbert, Waterloo Area Office, for his participation in the Optimist Club; Wayne Martin, Midwestern Regional Centre, who volunteers with Palmerston United Church and Minor Sports Association; and

Gerald Moynahan of Southwest Regional Centre, Knights of Columbus volunteer.

In the North Region, staff recipients were: Allen Poling, Northwestern Regional Centre; Steve Kosowick, Fort Frances Local Office, Ontario Municipal Recreation Association; and Carole Carter, Dryden Local Office, Dryden Athletic Recreation Committee.

In the Central Region, recipients were: Joanne Martin, Northwest Local Office, Toronto, Library/ESL tutor at the Don Jail; David Chui, Thistletown Regional Centre; Dr. Mariam Vania, Thistletown Regional Centre, Health Wat, South Africa (Toronto); Kawalie (Kay) Maharak, Thistletown; Thelma Smitham, Huronia Regional Centre,

Barrie Association for Community Living; Deborah Duncan, Huronia Regional Centre, Hospice Orillia; Lorna Tomassoni, Southwest Local Office, Toronto, St. Vincent de Paul Church/Food Bank and Refugee Committee; Marlene Cartmill, Huronia Regional Centre, Park Street Collegiate Band Parents' Association; Doris Middletown, Huronia Regional Centre, YMCA;

Margaret Engel, Toronto Area Office, Canadian Association of Toy Libraries and Parent Resource Centres.

Recipients from Head Office (Queen's Park), were: Martha Goodings, formerly of Family Support Branch, Voice of Women Toronto; John Wilson, Elderly Services Branch, Ontario Association on

Developmental Disabilities; Barbara Fisher, Elderly Services Branch, Toronto YMCA.

In the Southeast Region, recipients were: Lorraine Carr; Helen Robinson, Lindsay Local Office, Canadian Mental Health Association — Red Cross Lindsay; Rev. Lloyd Whan, Rideau Regional Centre, Project Reconciliation; Jo Murphy, D'Arcy Place, The S.P.R.E.D. Program — Extend-a-Family; Jacqueline Sanford, Ottawa Area Office, CNIB — St. John's Ambulance;

Frances Scanlan-Lamers, D'Arcy Place, North Humberland Big Sisters; Naseema Siddiqui, Rideau Regional Centre, Canadian Cancer Society; Lynn Stoliker, RRC, Kinsmen, United Way; the Smiths Falls Midget 'A' Bears European Tour 1990 Committee at Rideau Regional Centre, Smiths Falls Hockey Association.

In addition, 40 members of the public were presented with Community Service Awards for their volunteer activities.

Editor's Note:

Photos of staff volunteers from the Southeast, Southwest, North and Central regions will appear in the next issue.

FATHER RICE RETIRES



One of the ministry's best-known advocates for people with developmental handicaps has retired.

Father John Rice spent two decades of his 35-year career at Northwestern Regional Centre (NRC) in Thunder Bay. He became director of mental retardation in Port Arthur's Lakehead Psychiatric Hospital in 1969.

It was Fr. Rice's job to establish separate services for the 355 clients and move them into a separate residence, so in 1970 Fr. Rice began a program to train staff as residential counsellors. This kind of training was unheard-of prior to this time, and it was through Fr. Rice's involvement that the developmental services worker diploma program is in place at community colleges today.

In that same year, Fr. Rice developed an admission policy that would ensure that only people who could not receive service in their own community

would be admitted to NRC. He hoped this would encourage communities to plan and develop services for people with developmental handicaps.

Fr. Rice retired as project manager of the Multi Year Plan (MYP), responsible for area planning.

He plans to move to Burnaby, BC, where he will be closer to his family in Seattle.

*Melanie Pearson and
Northwestern Newslink
Thunder Bay*

the last laugh

Daydreaming about losing weight is wishful shrinking.

• • • •

"If you are a police dog, where's your badge?" — A question humorist James Thurber used to drive his German shepherd crazy.

• • • •

BROWN-BAGGERS LEARN ABOUT PAY EQUITY

In the Ontario Public Service, the pay in female-dominated job classes is catching up to comparable male-dominated job classes, now that the OPS pay equity plan is in place, presenters at a brown-bag lunch seminar said.

The brown-bag lunch, held in May, was the first in a series sponsored by the Finance and Administration division at Queen's Park. Assistant deputy minister John Burkus introduced presenters Maria Sziraki of the MCSS Human Resources Branch and Isla Peters of OPSEU; both were members of the pay equity negotiating committee.

Maria told the 40 ministry employees who attended the brown-bag lunch that on average, women in the OPS have been making 20 per cent less than men. The main reason for the gap, she said, is because traditionally, so-called "women's work" has been undervalued.

"There really are women's

jobs and men's jobs, and women's jobs really do earn substantially less," added Isla.

Female-dominated job classes in the ministry include child care workers, data processing technicians, office administration and welfare field workers.

The first pay equity adjustment took effect January 1 in 162 female-dominated job classes, after comparisons between female- and male-dominated job classes were made. About 28,500 women in OPS bargaining units received retroactive adjustments which averaged \$1.45 per hour, said Isla. Two other wage adjustments are scheduled to take effect Jan. 1, 1991 and 1992.

Future brown-bag lunch seminars will be held.



When all is said and nothing is done, the committee meeting is over.

• • • •

When somebody's trying to rush you and you're already working at top speed, just tell them what actor Glenn Ford used to say: "I've only got one other speed — and it's slower."

Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to:

The Editor, Dialogue, 7th Floor Hepburn Block, Queen's Park M7A 1E9.

by Julia Naczynski

FIREFIGHTING EMPLOYEES BATTLED THE “TIRE FIRE”

Two income maintenance workers in the ministry's Simcoe office were right in the thick of things at the infamous "tire fire" in Hagersville in March.

Bob Shoup and Rick Shier took part in the fight to extinguish the fire by virtue of their roles as volunteer firefighters. Bob is the deputy chief of the Hagersville volunteer fire brigade, while Rick is a volunteer with the Township of Delhi's Station 3 in Vittoria, a hamlet just southwest of Simcoe.

Bob, who has been a firefighting volunteer for 27 years, was one of the first people on the scene when the fire was reported. "We got the call at 1:08" a.m., and within 10 hours, the fire had spread over the mountainous pile of tires and was burning down into the centre.

This was not an ordinary fire. "Nobody had fought anything like that before," says Bob, who has been with the Ontario Public Service since 1966 and with the ministry for 15 of those years. The tires covered a 10-acre area — about four football fields' worth —



Bob Shoup and Rick Shier, firefighter helmets in hand, recall the infamous Hagersville "tire fire" as the biggest event in their years as volunteer firefighters.

and at some points they were piled 30 feet high. These types of fires are very difficult to extinguish and can create toxic conditions.

Bob was heavily involved for the first two days of the fire and came back many times during the next 15 days on his free time. The provincial fire

marshal's office and the Ministry of Natural Resources were later called in to assist operations.

Rick, who has been a volunteer firefighter for 10 years and has been with the ministry for 20, helped his unit off-site keeping a tanker and pumper in service.

The media attention was overwhelming, Rick says. The event attracted international news coverage. "Every time you turned around, you had a camera stuck in your face."

The fire was "Hagersville's worst nightmare," he says. People weren't at first aware of the magnitude of what was happening. Life has returned to normal for most people, but some families are still displaced and volunteers are helping them cope with the aftermath, Rick says.

You might have seen Bob's name in the March 5 issue of *Maclean's* — he was interviewed and quoted in a feature story.

CAZON
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dialogue



Montreal
edition

Festival Kraft
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conference

The latest from a
Montreal office

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Commerce



Ministry of
Community and
Social Services

COVER

A BIRD'S-EYE VIEW OF A COMMUNITY: THE MCSS POSTER

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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A new poster has made its debut in ministry offices and facilities across the province.

The new ministry poster depicting a vibrant community was painted by Simcoe artist Linda Sanderson in a "naïve" style. It was developed as a companion piece to the MCSS "Hands-on" orientation package.

The poster was conceived to give new employees a sense of how the ministry supports communities to meet their own needs. The artwork shows a typical community, with the ministry displayed in a subtle, yet supportive way.

The poster provides a visual complement to the text-oriented approach of ministry documents such as "Achieving our potential together" (the Corporate Plan). The poster provides another

THEY'RE "DEAD AGAINST DRUGS"

That's the slogan of a new anti-drug campaign that was kicked off this summer by the Provincial Anti-Drug Secretariat.

The \$4.8 million package of community participation initiatives is aimed at carrying the anti-drug message to the youth of Ontario.

The kick-off, held at Queen's Park, was the debut of a summer tour by Stage Kids, a musical theatre group of young people. Their "Anti-Drug Tour '90" is a six-month initiative in which the troupe will travel around the province performing musical skits with a lively anti-drug theme. Summer



way of looking at "community" — a more vivid expression of community life than a written document can convey.

Our ministry helps clients in the community to achieve their potential; at the same time, ministry employees should be encouraged to achieve their full potential, through opportunities for training and development, both for their current job and for their future career aspirations.

The poster shows a community of people involved in a wide range of activities. Look carefully and you'll see MCSS-supported programs such as Meals On Wheels, a sheltered workshop, a child care centre and a home for the aged.



The Stage Kids musical tour features an anti-drug message.

performances were held in 22 communities.

The initiative, which is aimed at young people, includes a province-wide toll-free (1-800) telephone line to assist young people and their parents with queries about drugs, the broadcast of anti-drug education videos on TVOntario, and anti-drug courses for recreation volunteers.

The Secretariat now reports through the Ministry of the Solicitor General.



OUR NEW MINISTER: ZANANA AKANDE

Zanana Akande, who represents the downtown Toronto riding of St. Andrew-St. Patrick, comes to the Ministry of Community and Social Services portfolio with a wealth of experience in community service.

She has served on the board of directors of the United Way of Greater Toronto, the Family Service Association, the Elizabeth Fry Society and York West Meals-On-Wheels. She has also served on the ministry's Advisory Committee on Children's Services.

Mrs. Akande, who was born and raised in Toronto, is a graduate of the University of Toronto as well as the Ontario Institute for Studies in Education (OISE). She is a former

principal of George Syme Community School.

She is a member of the Federation of Women Teachers' Associations of Ontario, Women in Educational Administration and the National Black Women's Congress.

Mrs. Akande has been involved with Women's Habitat, a shelter for abused women, and she is a co-founder of *Tiger Lily*, a magazine for visible minority women.

Some of her other activities include co-hosting the Toronto Arts Against Apartheid Festival, and being an interviewer and panelist for MTV.

Mrs. Akande, who was born in 1937, lives in St. Andrew-St. Patrick with her husband, Dr. Isaac Akande. They have three children: David, 24, Aderonke, 19 and Tessa, 14.

She is the first black female Member of Provincial Parliament to serve in the Ontario government.



PEOPLE ON THE MOVE



Alayne Bigwin



Celia Denov



Sue Lantz

Alayne Bigwin has been appointed manager of the newly-created Native Affairs Secretariat. Alayne comes to MCSS from the Ministry of Education, where she co-ordinated policy development

activities for native issues.

Celia Denov rejoins MCSS as executive director of the Community Health Branch, replacing Dorothy Loranger. She was previously director of the Policy and Research Branch of

the Ontario Women's Directorate.

Sue Lantz has joined the Deputy Minister's office as executive assistant to Valerie Gibbons. Previously she was a policy analyst with the former Services for Disabled Persons Branch.

by Robert A. Miller

AFTER THE CRASH

Counselling continues for several survivors of the 1989 Dryden air disaster

Astrong shock wave went through northern Ontario on March 10, 1989. It was a date that will be etched forever in the history books as the day of the Dryden air crash, when 24 people lost their lives. For friends and relatives across the north, it was a time of grief.

Forty-five people on board survived that awful day. To overcome the after-effects — the fear of flying again, the frightful memories that are suddenly triggered by a seemingly innocuous moment — the survivors have been counselled by a professional psychology team..

Many ministry employees may not be aware that MCSS has played an important role in this counselling program. Within days after the crash, the ministry's Thunder Bay Area Office helped to set up a \$55,000 counselling program in partnership with the Ministry of Health. MCSS provided \$30,000; Health gave \$25,000.

The money funded a counselling team of two psychologists and three psychometrists, led by Dr. Bill Melnyk, a Thunder Bay psychologist. In the following months, the team counselled many crash survivors, all of whom were diagnosed as having "post-traumatic stress syndrome." They experienced shock, anger, anxiety, depression and feelings of guilt — that they had survived while so many others perished.

Most survivors successfully dealt with their feelings within four to six

"You're having a normal reaction to a very abnormal event. You're not going crazy."



The Air Ontario plane the day after the crash.

months after the crash. But some continue to experience what Dr. Melnyk calls "intrusions," such as nightmares. Several survivors are still being counselled — they're depressed, have trouble sleeping, or are anxious.

"Most of the survivors cannot get on an airplane," Dr. Melnyk says. "To my knowledge, only about three of the survivors have flown again since the crash." About six people who want to overcome their fear of flying are still receiving counselling.

Dr. Melnyk and his team also provided grief counselling to 25 people who lost loved ones in the Dryden crash. In total, the team counselled 44 adults and five children in seven different towns and cities from Sault Ste. Marie to Dryden.

Ste. Marie to Dryden.

Sometimes, people have been hesitant to talk to the counsellors: "There is still a stigma that we're a psychology team," he says. "We went to some people's doors to say: 'We understand what's happening to you. You're having a normal reaction to a very abnormal event. You're not going crazy.'" The team's message was: counselling is nothing to be ashamed of.

Dr. Melnyk clearly feels that his team has made an impact. As he wrote in a report to the ministry, "On behalf of the counsellors involved in this program and on behalf of the survivors and relatives of the victims of this air crash, let me thank you and your

ministry and also the Ministry of Health very much indeed for your prompt and generous response in this unfortunate situation. Let me tell you that I have been working in psychology in Thunder Bay since 1961 and I have never seen dollars better spent than they have been on this occasion."

Dr. Melnyk and his team have stayed together — they have provided counselling after a pulp mill accident, a credit union robbery and to people in high-stress jobs. They have been asked to train people in dealing with emergencies in remote areas.

"Not only did the formation of this team serve the people involved in the Air Ontario crash, but the fact that the team has been kept in place for the future has already contributed to the

health and welfare of other people in Northwestern Ontario," Dr. Melnyk emphasizes.

Just how does our ministry get involved in the response to an emergency situation? Paula Bouchard, a planning officer in the ministry's Thunder Bay District Office, explains how it works in her part of the province: "The Emergency Measures Organization (EMO) pulls together all the organizations that will be involved in a disaster. We're part of the Emergency Operations Control Group, which is made up of several key people identified from each organization."

Our ministry is represented by Paula and district manager Kie Delgaty. The others are police, firefighters (including Ministry of Natural Resources staff for forest

fires), medical personnel, and municipal representatives, if there is a municipal government in the area of the disaster. This group co-ordinates the on-site handling of emergency services. Paula keeps an especially watchful eye during fire season, when whole communities may need to be evacuated.

The group makes sure that emergency social services are provided: clothing, food, and shelter; financial and material aid; and information or counselling. A registration service is set up to help reunite families, and care is provided for any unattended children or dependent adults.

Robert A. Miller chairs Dialogue's editorial advisory board.

"Give them a chance to share with you what happened, through reassurance, by talking."

EMOTIONAL FIRST AID

"There can be a role to play for anyone at an accident scene," says Paula Bouchard of the Thunder Bay District Office. "One of the first steps with survivors is to give them a chance to share with you what happened, through reassurance, by talking — the sooner the better."

Paula says that individuals can prepare themselves through First Aid and CPR training, information sessions for emergency plans, and fire drills in their work location. It's the kind of training you hope you never need to use, but "the chances are you may be involved in an emergency situation," she says. "It's best to be prepared."

To provide "emotional first aid" to survivors of an accident, she suggests the following techniques. They are based on a list from Raymond LaFond, a social work consultant with Health and Welfare Canada who also

provided professional assistance to Dr. Melnyk's counselling team after the Dryden air crash.

- Establish contact with survivors in a calm, reassuring manner. Provide comfort and reassurances that the person is safe.
- Protect temporarily dazed persons from further harm.
- Reunite families as soon as possible and keep the families together.
- Provide physical rest and care as there is a temporary need for survivors' needs to be recognized and met by others in the community.
- Be prepared to listen to what people are feeling or have experienced and interrupt as little as possible.
- Offer as much privacy from public scrutiny as possible.
- Don't shake the person.

- Don't suggest that their reactions are abnormal.
- Don't order a person to "snap out of it."
- Don't offer false reassurances such as "everything is okay" as this tends to cut off communication.
- Don't offer expressions of pity such as "I feel sorry for you," which can turn people off rather than show empathy.
- Don't give drugs or alcohol to suppress the emotions that need to be worked through.

If you are concerned about the intensity or duration of a person's reactions, refer the person to medical or mental health specialists for help.

—R.M.



Paula Bouchard of the Thunder Bay District Office offers tips for "emotional first aid" at the scene of an emergency.

by Elizabeth Marsh
Photos by Grace Longfield

YOUVILLE CENTRE: CHALLENGE AND A PUSH FOR TEEN MOTHERS

This special place combines education, housing and child care under one roof

When Christine and her baby were ready to move on from resident status at Youville Centre, she left a welcoming note for the next occupant of her room: "I hope you enjoy living here as much as I have. The walls are thin, but the bed is comfortable."

The note's mix of warmth, humour and practicality neatly captures the spirit of Youville and mirrors the persona of its founder and executive director, Sister Betty Ann Kinsella.

Sister Betty Ann, whose gentle voice and mild demeanour effectively disguise the dynamo within, realized the crying need for a place like Youville Centre in Ottawa about five years ago. She and a dedicated board of eight tackled the issue of homelessness. Specifically, they recognized that a

pregnant teen-ager usually drops out of school, overwhelmed by the pressures of finding a place to live, caring for a baby and keeping up with schoolwork.

The group envisioned a school where single mothers could attend day classes to finish Grade 12; where their



children could be cared for; where live-in accommodation could be offered to a number of mothers and babies needing temporary shelter.

The idea of combining education, housing and child care under one roof didn't fit neatly into any existing program, so finding funding meant having to deal with many different ministries and levels of government. The Grey Sisters of the Immaculate

Conception, Sister Betty Ann's own religious community, made an initial gift of \$15,000 followed by a loan of \$100,000. The Ottawa Separate School Board provided an old school building at 19 Melrose Avenue rent-free for five years with a renewable lease for another 10.

Donations from clubs, churches, community groups and individuals helped to raise the \$230,000 needed for

renovations. Volunteers scrubbed walls and floors, cleaned and replaced windows, provided equipment and moved furniture.

The first babies came into child care at Youville Centre on March 12, 1987 and the mothers began school on March 23. The Ministry of Community and Social Services funded 80 per cent of start-up costs and continues to fund licensed child care for up to 25 infants and toddlers. The Ministry of Education provides the salaries of three teachers.

Principal Tom White of M. F. McHugh School accepted the challenge of providing correspondence courses in basic, general or academic studies for up to 25 girls with a range of different requirements.

"With just three teachers, we couldn't possibly respond to the needs of all the girls. They range from Grade 9 to Grade 12 in history, geography, mathematics. So it's a supervisory sort of situation," says Tom White. By whatever name, it works. In June 1989, 11 girls graduated with their Grade 12 certificates, and 10 of them have gone on to post-secondary education. In 1990, 17 girls graduated and many of them have plans to continue in community programs, community colleges, or university.

The residential part of the plan took longer, but in January, 1988, the Youville Centre Newsletter headlined: "Alleluia! Our Residence Has Been Approved!"

Youville can offer a temporary home to up to five girls with babies. One girl might be seeking refuge from a threatening boyfriend; another could be a student from a distant city, with no support system. Whatever their situation, Youville offers comfortable accommodation to mother and child.

Residents live on the top floor of the building with a dining room, kitchen, TV lounge, office, quiet room and laundry. Bathrooms are shared between every two mothers.



Watched over by their mothers, two Youville youngsters play on a rocker toy.

Mothers and babies usually stay in residence for three to six months, then find other accommodation and become day students at Youville.

Co-ordinator Kris Palin keeps the residential program running smoothly with the assistance of one full-time staff and 10 permanent part-time staff, while child care supervisor Anne Bohatyretz oversees the myriad details involved in the care of 10 babies and 15 toddlers. The staff ratio is one to 3.3 children in the nursery, one to five in the toddlers' room.

A registered nurse visits Youville twice each week. Two women lawyers arrange for immediate service if a sudden crisis blows up. A nearby psychiatrist gives priority to Youville girls.

And then there are the volunteers. Students earn academic credits by working with the children in child care or in the residence. A volunteer organizes the payroll and prints the newsletter. A local food bank delivers food weekly, and the Centre's Swap Shop gratefully accepts good used clothing for the children. A nearby fitness club gives each student a membership, and on Wednesdays, school is dismissed early, the children

stay in child care and mothers attend an exercise class or go to medical appointments.

The community has been interested and involved from Youville's earliest days, when contractors involved in renovating the building gave generous discounts and individuals and organizations contributed money and equipment.

Desks and chairs were offered by Metropolitan Life when the company was clearing out some offices. The office furniture fitted right into the main lobby and the commercial classroom, where the girls take secretarial and business courses.

A recent gift, a van donated by Ottawa Lions Clubs and a local car dealership, makes life easier for the mothers who had to take more than one bus to get to school.

But Youville Centre staff and mothers are self-reliant too. They worked together to raise \$3,500 at a bazaar last year and were able to contribute half the money needed to buy a commercial dishwasher..

Youville girls are encouraged to take part in community activities and

continued on page 22

by Julia Naczynski

MAKING CONTACT

The Adoption Disclosure Register provides a link between adult adoptees and their birth family members

Many birth mothers are unaware of changes in the law.

An unusual message appeared in the Mother's Day edition of the *Toronto Star* last May. It was from Cynthia Arnold, registrar of the MCSS-operated Adoption Disclosure Register, and addressed to all birth mothers.

"At one time you might have been told that there would be no avenue for you to make contact again with your child," wrote Cynthia. "However, there have been changes in the law, and now through the Adoption Disclosure Register, birth mothers who wish to contact their adult adopted children can enter their names in the Register. If their adult children also enter their

names, then the process of having contact can begin."

This letter on the "Have Your Say" page of the newspaper is just one way the Adoption Unit is reaching out to birth parents and adopted adults to make them aware of Ontario's Adoption Disclosure Register and the possibility of establishing contact with birth family members.

Public attitudes toward adoption have changed greatly over the past two decades, says Pat O'Brien, assistant registrar. The aura of secrecy which once shrouded the adoption process has been replaced by an atmosphere of openness. These days, the birth mother often meets the adoptive parents before the child's birth and sometimes maintains contact with the family after the adoption.

This was unheard-of as recently as the 1960s, when the prevailing adoption laws required birth mothers to relinquish all contact with their child. In addition, reunions were possible only if all parties agreed, including the adoptive parents.

Since 1979, legislation has provided for an adoption disclosure register for adopted adults and their birth parents. But even if there was a "match" on this register, the consent of the adoptive parents was still required before "identifying information" could be shared.

Following Dr. Ralph Garber's ground-breaking report recommending more openness in adoption, amendments to the Child



Adoption experts Dr. C. O'Brien, adoption counsellor Shiu Lina Lo, and adoption counsellor Joanne Hollings of the Adoption Unit say public attitudes toward adoption have changed greatly over the past two decades. They encourage adoptees and their birth relatives to put their names on the adoption disclosure register — especially older birth mothers.

HAVE YOUR SAY

Birth moms urged to write

On this Mother's Day 1990, I would like to greet all the mothers who have made an adoption plan for their child. I know that for many of you this child remains in your thoughts.

At one time you might have been told that there would be no avenue for you to make contact again with your child. However, there have been changes in the law, and now through the Adoption Disclosure Register, birth mothers who wish to contact their adult adopted children can enter their names in the register. If their adult children also enter their names, then the process of having contact can begin.

"ve rules for

The register serves all persons whose adoption was completed in Ontario. For more information about this service, please contact your local Children's Aid Society or write the Adoption Information Unit at 700 Bay St., 2nd Floor, Toronto, Ont. M7A 1E9. Tele-

phone: (416) 963-0709. Elsewhere in Ontario call toll free 1-800-387-5477.

Cynthia Arnold
Registrar
Adoption Disclosure Register
Ministry of Community and Social Services

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and Family Services Act (CFS) were passed in July 1987 which allow adult birth siblings and birth grandparents as well as birth parents to register. The amendments also allow the adult adopted person to request an active search if no birth relative is registered for them. The need for consent of the adoptive parents was dropped.

Unfortunately, many birth mothers — especially older ones whose children were adopted prior to the '70s — are unaware of the change in the law. "They think they're still bound by the promise they made 30 or 40 years ago never to try to find the child," says Joanne Hoffman, an adoption counsellor with the unit.

That may be one reason why adoptees far outnumber birth relatives who are listed on the register. The latest available figures show 13,080 adoptees have applied to the register since 1979, compared to 7,917 birth relatives (these can be birth parents, siblings or grandparents). About 98 per cent of birth parents on the register are birth mothers.

Of the total 20,997 names on the register, 2,419 matches have been made. Most of the matches (1,882) were identified since July 1987. In that month, letters were sent to all adopted persons on the register to let them know that the adoption laws had just been amended and that they could now request an active search if one was desired.

The register currently receives about 400 applications a month, says Pat. Because of the demand, the unit was recently able to hire additional staff on a two-year project basis, all of whom work exclusively on the register.

Applications to the register are processed as they are received. The registrant is advised if someone is already registered who is searching for them. If no one is, the name remains on the register and the person is informed if and when someone registers for them.

The adult adoptee may also request a search. The searches are initiated according to the date the adoptee originally registered. Staff are now

doing searches for persons who joined the register in 1985.

"Obviously, if both the adoptee and the birth mother are on the register, we don't have to spend time doing a search," says Pat. The adoptees, "especially the younger ones, know their rights (about disclosure)," says Pat. The problem has been with women in their 50s and older, who may not be aware that they can now seek their child out.

If more of these women would step forward, it could eliminate a lot of the searches that are now stalled because the birth mothers are not registered.

The Mother's Day letter in the *Star* was one of the ingenious ways the unit has publicized the register. The unit has also contacted a number of media outlets to suggest coverage about the register. So far, there has been an article in *Today's Seniors* newspaper, a segment on the TV program the *Shirley Show*, air time on Toronto radio station Q107 and other newspaper stories.

continued on the next page

MAKING THE MATCH

An active search by the Adoption Disclosure Register to locate birth relatives for adopted adults can take on national and international proportions.

"We've received applications from people in the Yukon, Australia and many American states," says assistant registrar Pat O'Brien.

International Social Services, an umbrella organization that links social service agencies around the world, can also become involved if people have moved out of Canada.

Here's how the Adoption Disclosure Register works:

Any person over age 18 whose legal adoption was completed in Ontario can place his or her name on the register. Birth mothers and fathers, adult birth brothers and sisters and birth grandparents can also place their names on the register. This can be done by contacting the Adoption Unit, or through the local children's aid society.

If there's no match, the adult adoptee can ask for an active search for a specific birth relative. A ministry search officer conducts the search. If

a birth relative is located, a ministry counsellor contacts that birth relative and informs him or her of the adoptee's desire for contact.

The birth relative has three options

- to register and share identifying information with the adoptee;
- to provide non-identifying updated information to the adoptee;
- to decline all contact or sharing of information.

Whatever choice the birth relative makes, it is respected by adoption unit staff.

Counselling is required if identifying information is to be shared.

Shiu Ling Lai, an adoption counsellor, says many adoptees are very concerned that they not disrupt the lives of birth relatives. "They ask themselves, 'Am I going to be intrusive? Will I interfere?' They don't want to upset anyone." Many reunions have worked out well for the parties, and they are often happy events, Shiu says. Problems do arise when unrealistic expectations exist, perhaps about the person's preconceptions about the other, or about the outcome of the reunion.

"They also have to consider the implications for their current families," says Joanne Hoffman, another counsellor with the unit. "They have to know what the ramifications are if they follow through." A consent form must be signed before the meeting is arranged.

A government office may not be the most likely setting for a family reunion, but Joanne, who has witnessed several at the Adoption Unit's Bay Street offices, says it is "a very exciting and consuming event" emotionally.

Not all matches made on the register will get as far as a reunion. Sometimes people have died. Almost as tragic are those on the register who move and forget to let the register know their new address, which renders them practically untraceable.

"Tell people that they should make sure the register has an up-to-date address," comments Pat O'Brien.

The Adoption Unit is located at 700 Bay Street, 2nd floor, Toronto, M5G 1Z6 tel. (416) 963-0709.

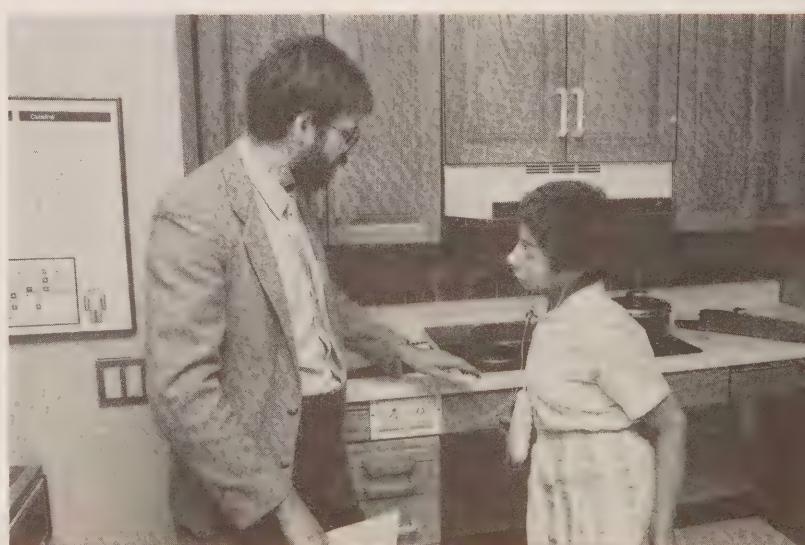
CENTRE HIGHLIGHTS GOOD DESIGN

The Window on Technology Centre has opened in North York.

The centre, which is based on the Independence Through Good Design display which has been exhibited at the National Home Show, demonstrates that a home can be made safer or more livable through the use of everyday items, simple modifications or renovation.

The centre, at the ministry's 5140 Yonge Street location (12th floor) in Toronto, is open to social service providers, community groups, educators, architects, builders and the general public.

For more information, or to arrange a visit, contact the Program Technology Branch at (416) 730-6470.



Architect Robert Topping and Mona Winberg, a newspaper columnist who writes about disabilities, chat while visiting the kitchen display of the Window on Technology Centre.

Story and photo by Julia Naczynski

BUILDING A BETTER FUTURE

For these women, the construction trades may provide a livelihood

Sometimes, the road to independence takes you down an unexpected path.

For the women who are participating in a new program in the town of Simcoe, the path to an independent future means learning how to wield hammers, power saws and electric drills.

They are part of WOM-UN (for "Women Unlimited"), a project funded by the federal Canadian Jobs Strategy program that's giving the all-female participants training in carpentry and dry-walling. Over the 32 weeks of the program, the all-female crew has built a utility shed for the local shelter for battered women and a large storage garage for the Norfolk Association for Community Living. The training is completed with on-site experience under the supervision of professional contractors and builders.

The program is sponsored by the Norfolk Women's Community Group, which also sponsored Fresh Start, a pre-employment program for women (see "Starting new careers with confidence," in the Winter 1989 issue of Dialogue).

To participate in WOM-UN, women had to either be receiving Family Benefits or unemployment insurance, says Judy Buck, the MCSS local administrator in the ministry's Simcoe office. Judy is a member of the Norfolk Women's Community Group and did much of the co-ordination in starting up the program; the project manager, Lu Foley, is a graduate of Fresh Start.

"The local Canada Employment Centre did a study and found there was a need in this area for skilled tradespeople who could do carpentry and drywall," says Judy. Curiously enough, there are no professional drywallers right in Simcoe; most of such work is done by out-of-town contractors.

With several major construction projects on the horizon, including a medical building and a seniors' residence, it's hoped the participants of WOM-UN will be employed on those job sites as carpenter's assistants and drywallers.

The first four weeks of the program, which began in April, involved classroom upgrading in basic English, math and lifeskills. The following 12 weeks covered workshop instruction at Fanshawe College in carpentry and drywall. During the summer they did the on-site work on the utility shed and storage garage. "It gave the women a taste of what it's like to work in 90-degree weather," says Judy.

Funding for the \$53,000 project provided the women with work clothes and construction boots (one woman's boots had to be specially-ordered because size 5 boots are not readily available). They were also provided with their tools (their first hands-on project was to build wooden tool boxes for themselves) and transportation. "All they put out is their own commitment and time," says Judy.

The final 16 weeks involved placements with local contractors and builders to further develop worksite skills.



Attaching siding to a storage garage was the easy part of this skills-training project; putting up the 30-foot-high framing was a real challenge for most of the WOM-UN participants.

"This is a great way to get people off social assistance," says Brenda, a WOM-UN participant. "You just get out there and do things for yourself. We're not being coddled — you get out on a job and you have to show what you're worth."

With her new skills, "I'll be able to bring in a paycheque and look after my kid," says Debbie. "I'm tired of cleaning toilets. Now we can show our kids that we can really build something."

The women aren't concerned about how their future colleagues will react to having women on the worksite; they expect to be tested by their co-workers, and that's nothing new. "We've been tested all of our lives," says Debbie. Adds Brenda: "You either get tough or die."

"We're not being coddled — you get out on a job and you have to show what you're worth."

Story and photos by Dave Rudan

SPECIAL HOMES FOR SPECIAL PEOPLE

Foster parenting is a tough but rewarding job

Personal space, especially in our homes, is highly valued. We put up walls, fences and use devices such as answering machines to ensure that our privacy is not disturbed.

But privacy can also mean isolation from the community

So when you're trying to recruit candidates for programs like Home Sharing or Family Home — which require a lot of personal involvement — what message do you send that might generate inquiries?

When foster parents were asked recently why they relinquished their home privacy to become foster parents, there was no mention of self-sacrifice or of obligation to the community.

In fact, it seems that providing a

foster home to people with disabilities doesn't significantly impede personal freedom or disrupt the existing family unit. If anything, providing a normal home environment to a person who needs extra help seems to bring a family closer together — as these profiles illustrate.

The Main Street bungalow in London-area Parkhill is the home of Vivian Anderson, her husband Ed, their four children, Vivian's parents (who occupy a "granny flat" on the property) — and Jennifer and Taylor.

Jennifer and Taylor are not related to the Andersons, or even to each other. Both children are eight, and both are severely disabled, developmentally and physically with cerebral palsy. The children receive treatment through CPRI, the ministry's regional children's centre in London.

Although the children lack physical and verbal skills, Vivian notes that both have the potential to develop these skills in a stimulating home environment — the type of environment described by the late Christy Brown in his book and the acclaimed film, *My Left Foot*.

A registered nurse, Vivian is able to use her professional, parenting and homemaking skills every day. She is openly proud of her managerial ability to administer to the needs of the children and her family, and yet still have time for herself — something she rarely had when she was on staff at St. Joseph's Hospital in Elliot Lake.

"I get a lot of support from my mother and the boys," says Vivian, who describes herself as a woman who was once timid and afraid to challenge authority. Now, she's a person who is "blunt" and direct.



Larry Gilman, Debbie Chisholm and Semita Von Schalkwyk share happy memories of get-togethers over a family meal.

"You can't be wishy-washy or tactful when you're speaking on behalf of a child," says Vivian, who first became aware of special foster programs while working in a unit for children with developmental problems at St. Joseph's.

"They (her patients) were clean and fed, but there was never time for anything extra," recalls Vivian. Over six years, her 12 patients "dwindled down to two" as a result of placements in foster homes in Sault Ste. Marie and Sudbury.

Then one terrible morning at home she discovered her infant son, Rees, wasn't breathing. The tie-string of his nightie had caught in the crib, almost strangling the child, and the oxygen deprivation left him with severe handicaps. With loving family attention and help from parent relief programs, Rees survived for another five years, living at home.

Determined to start life again fresh, the Andersons moved back to their home town, London, in April 1987, and that September Vivian saw the newspaper ad soliciting inquiries about Home Share. She saw it as an opportunity to be employed at home, and still be available to her family.

From a professional perspective Vivian recognizes the significant influence of a caring family, "but parents can't do it alone," she says. That's one reason why she feels foster parenting is immensely valuable.

Ena Van Schalkwyk of Owen Sound had a different reason for becoming involved with the FamilyHome program after the death of her husband.

Her daughter, Benita, had been a resident at Oxford Regional Centre, Woodstock, and later lived in an Owen Sound group home. Although Ena eventually was able to bring Benita home, she soon recognized that her maturing daughter needed her own friends for companionship. That was when Ena became aware of the FamilyHome program.

Ena explains that "the timing was right." She was prepared to provide

the parental guidance Benita needed as a maturing young woman, and part of that need was the companionship of other young adults.

Seeking help from Owen Sound's association for community living, Ena was told of a parent relief program offered by the children's aid society. That's how Donna Douglas was invited to be a weekend guest in the Van Schalkwyk home. The relationship worked so well that through the FamilyHome program, Ena was able to invite Donna to stay permanently.

Then Debbie was invited for weekends until "it snowballed and eventually I had seven or eight girls in the house for weekends."

Today the Van Schalkwyk house is a weekend gathering place for young adults and Ena is invigorated by the activity. Not only that, but she has the love and support of another FamilyHome couple, Barry and Zofia ("everyone calls me Sophie") Clarkson of Shallow Lake, near Owen Sound.

The Clarksons wanted children. Living in Paris, Ontario, in the 1960s, they went to the children's aid society in nearby Brantford to inquire about adoption.

"Right away I knew I made a big mistake," says Zofia with a chuckle. "The lady says — you sure you want to adopt? You wouldn't think of fostering, would you?" The Clarksons adopted Greg and later Carolyn.

But fostering was their destiny.

Barry was involved with the Ross McDonald School for the Blind as a volunteer with its scouting program. That's how Larry Gibson came into their lives.

"Because of our connections with the school we got a call from the CAS begging us to provide a home for this



The family dog Sam is the recipient of some extra attention from Ena Van Schalkwyk and Larry Gibson.

blind boy from Owen Sound who wanted to go to the school," recalls Zofia. "Larry's been with us since he was eight years old." That was 15 years ago.

The arrangement worked so well the Clarksons approached the CAS to become foster parents to a girl as a companion for Carolyn, "but we always got boys!" That's when Barry got the idea of going back to the McDonald school to invite out-of-town girls to spend weekends with them.

"It worked real well, because now Carolyn didn't have to play baseball in the yard with the boys all the time and she could act as a guide when the girls wanted to go downtown," Barry says. "They could help each other."

Throughout conversations with these parents, the recurring theme is building and rebuilding lives together. Foster parenting enhances the family, bringing members closer together.

"I actually feel younger," says Ena. Barry describes the Family Home program in their area as an extended family that supports each other. Without the personal involvement and spirit of community between social workers and the home providers, "I don't see how it" — developing people to the best of their ability — "can be done," says Barry.

Dave Rusan is a communications manager with the MCSS Communications and Marketing Branch.

Providing a normal home environment to a person who needs extra help seems to bring a family closer together.

by Jane E. Greer

"DO YOU HAVE TIME FOR A STORY?"

That's how an Ottawa probation officer recalls a tale of two "good deeds"



Photo: Service/Terry McEvoy

One afternoon in the early '40s, five youngsters were playing in a schoolyard in Ottawa, bouncing a ball off the side of the building. In their zeal, the ball was tossed upward and landed on the roof.

They thought about the fate of their ball landing on the roof and wondered

how many other balls had met with a similar end.

So, the impetuous lads broke into the school and made their way to the roof to see if their shared vision was true. They retrieved three balls and, on the way out, managed to secure a whistle, a basketball and the principal's strap.

From the building, one of the boys spied a man in the yard, but the youngsters weren't too concerned —

he wasn't wearing a cop's uniform and after all, they were five and he, only one.

Though they didn't know it at the time, the man worked at the neighbourhood YMCA in a juvenile delinquency prevention program. He spoke to the boys about organized sports. He asked them if they were involved in sports and whether they'd be interested in donning team shirts and playing with real sports

equipment. He had the boys intrigued.

It wasn't long before those very boys became involved in a Saturday morning sports program, playing organized ball. It gave them a chance to meet and play with other boys. Eventually, it took them all to a leadership training program at the Y.

Of the five, one boy went on to become an assistant executive director at the Y. Another became an attendance counsellor for the Ottawa Board of Education and a highly-regarded social worker. Another became the director of the local children's aid society, the fourth an accountant, and the fifth, a probation officer.

"This is a true story. I should know, I'm the probation officer," says Ted Tutt of the ministry's Ottawa Probation and Community Services office.

Ted calls the stranger "a catalyst in all of our lives. You see, my own dad was away in the war and if the police had been there instead of the Y man -- well, there is no question in my mind, all five of us would have been sent off to training school."

Ted identifies himself as "a dinosaur" among probation officers — he has 31 years as a PO to his credit. He attributes his enthusiasm for his job to his belief in kids and in the young offenders' system. His philosophy parallels that of the ministry. (*See the box, "MCSS and the young offender philosophy."*)

"It's always been my philosophy to keep kids, except for serious offenders, as far away from the court system as possible," explains Ted.

This led Ted to his own "good deed."

Flash to 1969, juvenile court.

Ted happened to be present in court when a young boy charged with a minor offence was appearing. Ted listened as the mother described the first-time offender as unmanageable

and suggested that her son be sent to training school.

Ted listened thoughtfully to the mother's explanations, but wasn't convinced that training school was the best option for this particular 14-year-old. He was so convinced that he impulsively stood up to plea for the child.

He explained to the judge that, while this was not his case (the boy wasn't on probation), the child would be better off with some time away from his family situation. If it pleased the court, Ted was willing to take the child on vacation with his own family for two weeks. He also recommended a 12-month probation term as punishment. The judge agreed. It wasn't much later that Ted came to realize the impact of his impulsive gesture.

A few years back, Ted answered a knock on the door and faced a man in his late twenties, wearing an OC Transpo (Ottawa-Carleton Regional Transit Commission), uniform. The man gripped Ted by the hand and identified himself as none other than

the young offender that Ted took with his family on vacation in 1969, more than a decade earlier!

This past April, that same man, Jacques Lemay, attended a staff meeting of Probation Services and presented Ted with a letter of thanks.

In the letter to Ted, Jacques reminisced about the events surrounding his life during the summer of 1969. He described himself as a vulnerable, insecure boy. He said that Ted's recommendation to the judge not to send him to training school turned out to be the key to his success. He described his probation as "short-term pain for long-term gain," and thanked Ted for his support during that critical point in his life.

Funny, isn't it, how one good turn leads to another, and how events repeat themselves — in this case, a stranger guiding a youngster back on the right path.

**He said that
Ted's
recommendation
turned out to be
the key to his
success.**

Jane E. Greer is a communications manager with the MCSS Communications and Marketing Branch.

MCSS AND THE YOUNG OFFENDER PHILOSOPHY

The cornerstone of MCSS's philosophy on young offenders is the distinction between short-term and long-term protection of society.

Short-term protection refers to the provision of control and security for young offenders. Long-term protection is achieved through effective programming such as rehabilitation and counselling, which

contribute to changes in established behavior patterns.

The ministry believes that services to young offenders should represent a combination of programs that provide safety and security while at the same time actively assist, support and encourage young offenders to develop into law-abiding young citizens.

by Robert A. Miller

TAKE ME TO YOUR MENTOR

Mentors and project teams are part of the new look for Audit

Amentor is an "experienced and trusted adviser," the dictionary tells us. Certainly anyone who is looking for career guidance or other advice would be happy to have a mentor to turn to in times of uncertainty.

For about the last 10 months, staff in the ministry's Comprehensive Audit and Review Branch have been able to do just that — everyone in the branch has a mentor. It's one of the features of Audit's new organizational structure.

Since December 1989, the 35 staff in the branch have been organized in a project management mode. There are four managers, who supervise project managers. The project managers lead teams composed of senior auditors and auditors; these teams are assisted by an Audit Support team.

The new setup has brought changes. When a project begins, staff turn to a new assignment and possibly to a new manager. The traditional supervisor/employee relationship has been altered. But for continuity, employees still need someone to turn to: when they first arrive on the job and need some orientation, when they need advice on how the ministry works, or when they just need someone to talk to — a sympathetic ear. They need someone who has a wider range of professional contacts to help them get ahead through "networking."

In short, they need a mentor. In branch director Ron Bakker's view, the first requirement of a mentor is: "They

have to be accessible. Open communication is the key."

The arrangement is a flexible one, says manager Paul Kearns: "It depends on the individual. Some come in a lot — they want someone to talk to; others not so much." Paul is a mentor for several staff, including Jim Gilmour, a project manager. Says Jim: "It's not something that is formal or enforced. I know that Paul is there if I need to talk to him."

Marie Hennings, a member of the Audit Support team, says that the new system has helped to develop interpersonal relationships. "I know there's an open door, a chance for communication and feedback." Her mentor, Laura Watson, adds: "Communication isn't something that's just top-down; people need a chance to ask questions." That's where the mentor comes in.

When the branch reorganized itself last year, it used a process that reflects changing attitudes to organizational development. Branch staff were invited to participate on two working groups.

One took a close look at the branch's structure, job positions and duties. The other group examined job quality and its impact on staff satisfaction. A senior management group discussed a wide range of issues, including communications, office automation, and staff training.

These groups made recommendations to a Human Resources Branch team led by John Kirk. With Human Resources' guidance, the new project-oriented

structure was refined, including the mentor concept. Then the new organization was introduced in December of last year.

"The most valuable part of the process was the teamwork — getting together in the groups," says Laura Watson. This group-discussion approach to reorganization has become the model for at least one other ministry branch — Communications and Marketing Branch is in the process of a similar exercise, again assisted by Human Resources.

"When we began our reorganization, we didn't start with textbook solutions," says Ron. "We went with our gut feelings about what was right for us."

"In our discussions with Human Resources, our concerns were aired," says manager Leslie Girdharry. "We found we were too structured, too hierarchical." As a result of the review, Leslie says, the branch's units were "collapsed" and replaced by the project team concept. The new thrust is based on "trying to be in tune with the times," he says. (*Leslie was recently seconded to the Cabinet Office.—Ed.*)

The review of the branch's structure flowed from a 1989 review of the whole audit process. "The 'audit universe' has expanded greatly," Ron says. "In the last few years, we've added many new activities." Now branch projects include a wider range of audits: program stream, area office, special requests, cost sharing, human resources and information systems.

The role of the auditor is also



Ron Bakker

"We didn't start with textbook solutions."

changing, Paul Kearns points out. "We're concentrating more on effectiveness issues as well as the efficiency and economy sides." The new emphasis includes looking at how well a program is doing in terms of the strategic directions for that program area. "We measure a program at the point where it's delivered," Paul continues, "right at the point of contact between client and service provider. For example, are certain clients with developmental handicaps experiencing what the Multi-Year Plan said they would?"

Of course, the audit teams also take "a hard look at the cost of providing services," he says. "But we don't head out to an audit with any preconceived ideas that anything has gone wrong."

The teams are trying to replace the traditional trepidation about auditing with an emphasis on consultation and management advice.

Increasingly, the branch goes to senior ministry management to ask, "What areas do you want to know more about?" "What analysis do you need to help you make good management decisions?"

Because of the nature of the auditors' work, they are hardly ever together in one place at the same time. "We're trying to encourage lateral communication," Ron says. "If someone is on the road, it helps them to have someone back in the office to let them know what's going on." But, he adds, "People have a responsibility to find out too; they shouldn't just wait to be told."

Audit staff are monitoring the

innovations in their branch; here are some of their comments.

"There's more openness," says Judy Chandler, an audit and research officer. "The fear of managers is not as great."

"There's a lot of leading by example here, which is good," says Marie Hennings. "Nobody can make you change. You have to want to."

"With the project management system, the biggest difficulty is balancing the workload needs of the branch with the wishes of the individual," says Paul Kearns.

Ron Bakker clearly doesn't see the changes in his branch as complete. "Last year, we set the stage. This year, the challenge is to keep the momentum going."

"Nobody can make you change. You have to want to."



Laura Watson and Judy Chandler both benefit from the mentor relationship.

Brian Pickell

by Stuart Foxman



or insight to you
by the Human
Resources
Team

Most of us
carry our
worries with us
wherever
we go.

For years, conventional wisdom dictated that you left your personal life at home and your work problems at the office.

But, human nature being what it is, most of us carry our worries with us wherever we go. And without ways of addressing them, our problems can hinder both our personal happiness and work performance.

While many employers and workplaces recognize the importance of their employees' physical well-being — to the point of offering health plans, fitness and recreation programs to enhance health — relatively few have traditionally expressed similar concern about the emotional well-being of staff.

In an increasing number of workplaces — the Ontario government among them — employers are providing staff with valuable emotional support through employee counselling services and employee assistance programs (EAPs).

The first EAPs were designed primarily to deal with alcoholism. But today's programs help employees tackle dozens of personal or work-related problems: marital difficulties, stress, financial troubles, depression, overwork, addictions, demanding bosses, misbehaving children, confusion over career decisions — the list goes on and on.

Employee counselling services are staffed by professional counsellors such as social workers and

EMPLOYEE ASSISTANCE PROGRAMS: CONVENIENT AND CONFIDENTIAL HELP

You're just a phone call away from help for your problems



Judith Berg of the MGS Employee Assistance Program says no problem is too small if you need to talk to someone about it.

psychologists. They either offer direct counselling or refer employees to community resources for specialized help (such as a marriage counsellor, financial planner, weight loss clinic and so on).

Services are free, can be offered in person or over the phone, and are completely confidential. In fact, use of the service is never noted on an employee's personnel files, and any information about visits — even an acknowledgment that a visit took place — can't be released without the written consent of the employee.

Employees of MCSS can seek counselling services from two different sources. All employees can use Employee Counselling Services available through the Ministry of

Government Services (MGS) in Toronto. At the regional level, there are various sites — including Huronia Regional Centre in Orillia, Muskoka Regional Centre in Gravenhurst, Rideau Regional Centre in Smiths Falls and Oxford Regional Centre in Woodstock — where MCSS staff can use a local EAP. These are run jointly by management and the Ontario Public Service Employees Union (OPSEU).

CPRI recently joined the London Employee Assistance Consortium, an EAP for London-area employees.

The MGS Employee Counselling Service and our ministry's EAPs differ in composition. The MGS service includes about a dozen permanent, full-time professional staff, who both

counsel employees and make referrals to appropriate resources. Our ministry's MCSS EAPs are run part-time by ministry staff, who do not give formal counselling. They are volunteers who have regular jobs in the ministry and have been trained in interviewing and listening skills, and can recommend professional help using their extensive list of community counselling and social services contacts.

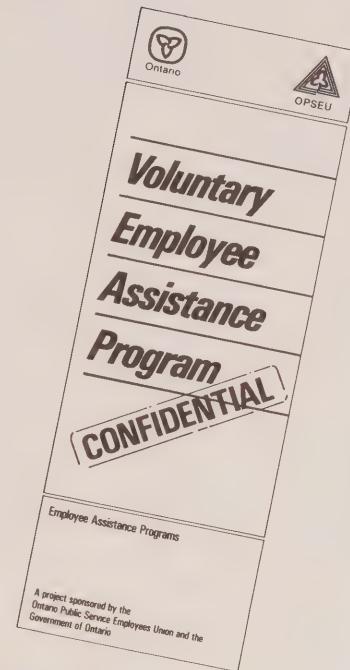
Though the MGS and volunteer-run programs operate differently, their aims are similar. "We offer employees a chance to explore and share their problems or concerns — to talk with an objective listener," says Judith Berg, co-ordinator of employee education programming and general counselling at MGS.

Judith points out that some employees do not feel that their problems are serious enough to warrant counselling. But even a seemingly minor problem — a sudden change in eating or sleeping patterns, for instance — can be a sign of unhappiness or stress. As Judith says, "nothing is too small" a problem to bring to a counsellor.

Counsellors encourage employees to seek their services when a problem is first identified, before it becomes hard to resolve. It's easier, they say, to help a husband or wife when they're experiencing minor family discord than to heal the wounds caused by a bitter family break-up.

"That's the ideal way to proceed," EAP volunteer Dianne Lesperance says of employees who contact EAPs at the first sign of trouble. But Dianne, chair of the EAP policy committee at Oxford Regional Centre, adds that too many of us keep problems inside, believing we can work them out ourselves. "Unfortunately, we don't always know when we've reached our threshold."

Counsellors agree that employees are sometimes reluctant to seek out their services due to a fear that their visits will become known by their colleagues, superiors or families. But



CPRI recently joined the London Employee Assistance Consortium in order to provide EAP services to employees.

at any EAP, confidentiality is treated with absolute importance. Without stringent standards of confidentiality, EAP staff know that their program's credibility would be lost.

Irma Murray, EAP chair at Huronia Regional Centre, says that volunteers need to be discreet.

"We look for 'people people,'" she says, "who can be confidential. That's the big thing."

When employees call Employee Counselling Services or EAP staff, they don't have to give names or elaborate details about the problem. They can discuss issues over the phone without even visiting an office in person. Counsellors are not judgmental, and encourage employees to make additional appointments or to seek specialized help if needed.

Although counselling programs were set up to benefit employees and assist them in solving personal problems, the programs also offer benefits to employers. Just as health plans and fitness programs help ensure that employees are physically able to perform their jobs, counselling services can assist employees in maintaining their emotional health and well-being — which ultimately

promotes on-the-job productivity.

"It's hard to come up with hard-core data to prove the advantages of employee counselling services," says Judith Berg. "But, if you have happy and healthy employees, productivity generally goes up and absenteeism goes down."

For more information about EAPs, please contact MGS Employee Counselling Services, 880 Bay Street, 5th floor, Toronto M7A 1N3, tel. (416) 327-1078 during regular office hours. MCSS employees may also contact local or in-house EAP committees.



Stuart Foxman is a Toronto freelance writer who writes frequently for Ontario government publications such as Dialogue.

It's easier to help a husband or wife when they're experiencing minor family discord than to heal the wounds caused by a bitter family break-up.

As a ministry employee, what would you like to know about? Do you have questions about:
—benefits? —staff development and training? —job performance?
—employment equity? —other issues related to Human Resources? Let us know what topics you're interested in, and we'll try to cover them in the IN HAND column in a future issue. Send in a postcard with any questions or suggestions about topics for IN HAND, or call The Editor of *Dialogue* (see page 2 for the address and number).

In Hand is a column of useful information and helpful hints for all ministry employees. We'd be happy to receive any comments, story ideas or questions you may have about work. Please write to: *In Hand*, Human Resources Branch, 880 Bay Street, 4th floor, Toronto.

THANKS FOR GETTING INVOLVED—OUR COMMUNITY INVOLVEMENT AWARD RECIPIENTS

Photos by Bob Clark, Oxford Regional Centre

The Summer issue of Dialogue brought you the names of this year's staff Community Involvement Award recipients; we thought you'd like to see them, too!



The Eastern Region award winners: Allen Foling, Carol Goss and Steve Kowack.

Congratulations also to the three Southwest Region recipients: Victor Herbert of the Waterloo Area Office, Wayne Martin of Midwestern Regional Centre and Gerald Moynahan of Southwestern Regional Centre. A group photograph was not available.



The Central Region recipients: front row, Deborah Thompson, Gary Middletown, Maureen Connell and Thelma Agon-Smitham; standing, Janice Tomaszewski, David Clark, Kuanellie Monarch, former Minister Charles Krebs, Miss Engel, Shirley Mackie and Miriam Yousc.



The Southeast Region recipients: front row: Frances Scanlon, Lorraine Jo Murphy, Bernadine Carr, Helen Isenroth-Robinson; back row: Graham Perpaw, Clare Porter, Naseema Siddiqui, regional director Ken Macdonald, Jacqueline Sanford, Rev. Lloyd Whan, Lynn Stoliker and Glen Dancer.

FIRST CROWD OF PO IIs

A jubilant Deputy Minister Valerie Gibbons is surrounded by some of the newly-graduated Probation Officers II who received their PO II certificates in August. The 19 graduates are the first probation officers in the province to receive the upgraded designation, which is given upon completing a professional development program for probation officers offered through York University Centre for Continuing Education and MCSS.



Brian Pickell

Congratulations to: from the North Region, James L. Quequisch, Round Lake, and Thomas A. Marston, Dryden; from Southeast Region, Karl Michael Baron and Cindy Michele Moncton of Oshawa; Joanne G. Sampson, Perth; Stefano Tenneriello, Ottawa and

Howard Zelsman, Peterborough; from Southwest Region, Susan Anderson, London; Judith L. Carter, Windsor; Sylvia T. DeLeary, Sarnia/Walpole Island; Gino M. Franche, Chatham; Laura M. Healy, Hamilton; Sandi Johnston Merrill, Chatham;

from Central Region, Robert Burkholder, Scarborough; Lurdes Cruz, Oakville; Brian Elo, Newmarket; Eunice Luis Espinola, Mississauga; Kim Marie Madden, Etobicoke and Kathleen Anne Watts, North York.

SERVICE WITH A SMILE

Actually, it will take more than a smile to provide "Service Excellence for the '90s," as participants in the ministry's 1990 Finance Conference learned. The three-day conference was held in London and covered such subjects as new technology, electronic data interchange and accounting standards for non-profit organizations. There was time for some fun as well,

including a golf tournament and recreational activity awards. In the photo, Judy Loder and George London of Financial Services Branch in Toronto applaud as Dennis Norton, manager of Finance and Administration in the Southwest Regional Office and chairman of the conference, congratulates award winner Jim Gordon of Oxford Regional Centre.



K.C. Wong

MOVING TO THE SUBURBS



After nine years in a warehouse on Bay Street adjacent to Queen's Park, the ministry's Distribution Centre has moved to modern quarters in Etobicoke.

Staff and clients marked the "death" of the old premises — slated for redevelopment into a ballet-opera house — with a wake. After that, it was time to pack up hundreds of boxes for moving day. Seen in the photo during a pause in moving-day activities are Patrick Renous, Distribution Centre supervisor Bill Townsley driving the

forklift, John Silmer and Keith Stiner.

As a memento of the old premises, staff were given a core sample of the old warehouse concrete floor by a soil sample crew. It's marked with the date, August 10, 1990 — the last official day that the Bay Street Distribution Centre was occupied.

The new address of the MCSS Distribution Centre is 95 Browns Line, Etobicoke, M8W 3S2; the telephone number is (416) 503-1256 (Fax 503-1259).

"But what does it have to do with my job?"

LEARN HOW FIPP AFFECTS YOU AND YOUR WORK

If you're not sure how the Freedom of Information and Protection of Privacy Act (FIPPA) applies to you and your job, the ministry's FIPP Unit can help.

"We have several training and orientation programs available, including ones that are job-specific," says Debby Wilson, the training consultant with the unit.

One of these is a training package that is specially designed for those who work in income maintenance. It's now being delivered in the regions by income maintenance trainees.

Another package aimed specifically at VRS staff is in the draft stage.

A half-day orientation training package is offered once a month in Toronto. You can find details listed in the *Ministry In-House Training Calendar 1990/91*, which is produced by the Human Resources Branch through Library and Learning Resources (5th floor, 880 Bay St., Toronto, tel. 416-965-2300).

Then there are "train the trainer" sessions for offices and regions where numbers warrant. Debby will travel to any location where people are interested in teaching others about FIPP. This training package comes with an instructor's guide and script, overheads and hand-outs so that trainers can pass on their



knowledge of FIPP to others in the field.

To help keep people up to date with FIPP, a two-day update training seminar was held in May for 65 MCSS staff with FIPP responsibilities, including staff who work in records management. Devised

in consultation with FIPP representatives in the regions, it was the first time a session was prepared for all the FIPP reps in the ministry.

"I've found people are very aware of confidentiality issues in this ministry," says Debby. "I've also found people want to learn more about the implications of FIPPA in their everyday work practices and responsibilities."

A pamphlet called The Freedom of Information and Protection of Privacy Act: What does it mean to you? was included in the May 24th pay distribution. If you didn't get your copy, please contact the FIPP Unit at (416) 965-2844.

continued from page 7

at Christmas time they shared gifts and food with mothers and children at Interval House, a shelter for battered women and their children. Two graduates, Kaarin Hill and Cherice Paquette, donated their own money to buy knee-pads for the volleyball team. The same two girls returned to help out as summer school resource persons when a teachers' strike was in progress. "Youville feels like home to us," says Cherice.

There's always a waiting list for the 25 places at Youville Centre. Every Tuesday, Sister Betty Ann interviews would-be students. "When girls first come, they are struggling with many problems," she says, "debts, boyfriend,

parents — a whole series of crises. For a while, what they need is mothering. Then when they're on their feet again, we can push them."

For single parenthood isn't easy, even with the support of Youville Centre. There are viruses and runny noses, sleepless nights and cranky babies, looming deadlines and difficult exams, personality conflicts and financial woes.

Through it all, Youville Centre is a place of refuge and renewal and hope. Sunlight and airy space, sparkling cleanliness and shining optimism, challenge and compassion characterize the place.

One of the '89 graduates said it for everybody: "Thanks, Youville, for giving me back my future."

LONG TERM CARE MANAGERS NAMED

The Community Support Services manager appointments for the Community Health and Support Services Division have been announced.

The managers, who will develop long-term care planning, and the areas which they will serve, are:

- Ron Book, Niagara
- Michel Tremblay, North Bay
- Pierre Lalonde, Ottawa (on secondment)
- Dennis Ferenc, Peterborough
- Maureen Lacroix, Sudbury
- Michael (Mick) Peters, Thunder Bay
- Lianne Carnwath, Toronto
- Douglas Jackson, Waterloo
- Kathryn Oper, Windsor



We received a letter from a reader who took exception to comments made in an interview by John O'Leary of Frontier College, a literacy group, for the story, "The right to read" (Winter 1990). She disagreed with John's criticism of the term "learning disabled" to describe people who have not learned to read:

Learning disabilities [is] a real although invisible disabling condition, recognized by the Human Rights Code [and] the Education Act, [which] affects the way people learn. In spite of an average or above-average intelligence, people with learning disabilities frequently fail at a variety of tasks, including learning to read. Yet they can learn if we know how to teach them.

...We would urge all of those who are interested in finding out more about learning disabilities and how people with learning disabilities can be helped to become successful to contact the Learning Disabilities

Association of Ontario. We will help.

*Eva Nichols
Executive Director
Learning Disabilities
Association of Ontario
124 Merton St., 3rd floor,
Toronto, Ont. M4S 2Z2
(tel. 416-487-4106)*

• • • •

I just wanted to let you know what a great job you did with the article, "The Cardinus way" (Spring 1990). I have copied the article for all the clients and they are asking for more of the originals. If you happen to have any you aren't using, their friends and relatives would like some more.

Thanking you again.

*Judy Dinsdale
Daly Support Services
(Cardinus Co-op)
Ottawa*

GOODBYE TO LES AND ELLA



Agnes Samler

The Office of Child and Family Service Advocacy had two "crew members" decide to "jump ship" in the summer. Manager Les Horne decided to retire and assistant Ella Knott also decided to depart. Colleagues and friends chose a unique way to celebrate Les' and Ella's many years of service to MCSS by

organizing a farewell cruise on Toronto's harbour in the duo's honour; the cruise became a family affair, since many who attended brought their families along. In the photo, Ella and Les pause for a photo (not on the way to the gangplank, but on the way to a testimonial shipboard dinner).

the last laugh

Did you hear about the two guys who were arrested for stealing a calendar? They each got six months.

Nothing makes the younger generation seem so bad as having lost your membership in it.



A good definition of tact: tongue in check.



Another definition of tact: closing your mouth before somebody else wants to.



A backseat driver never runs out of gas.



Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to:

*The Editor, Dialogue, 7th Floor
Hepburn Block, Queen's Park
M7A 1E9*

Coming together is a beginning; keeping together is progress; working together is success. — Henry Ford

by Robert A. Miller

FROM SWIMSUITS TO COVERALLS

It's clothing-show time

Twice a year, it's fashion show time at Queen's Park. No, it's not an occasion when civil servants get all dressed up; it's when a group of ministry fashion buyers descend on Queen's Park for a giant clothing sale.

Coming from all ministry facilities, observation and detention homes, training schools, and Ministry of Health psychiatric hospitals, they're searching for up-to-date fashions for their clients.

The buyers have literally thousands of garments to choose from, offered by more than 40 vendors who set up shop in the Ontario and Superior rooms at Queen's Park.

They look over a selection of every type of clothing item imaginable, from swimsuits to coveralls. There's footwear, baseball caps, women's dresses, and children's clothing. There are specially-designed clothes for elderly people or persons with severe

disabilities who have special needs.

At the May show, buyers came to purchase fall and winter clothes; every January, they look over the new spring and summer lines.

It's a big business: the MCSS purchases amount to \$800,000 annually and the Ministry of Health buyers order about half that amount.

"When the clothing arrives at Rideau Regional Centre, for example, it's displayed in a store right on site at the facility, where clients can come in and pick out the clothes they'd like," says George Tattle, manager of Purchasing at head office.

George chairs a clothing committee that includes six representatives from our ministry and six from Health. In addition to George, members from MCSS are: Gail Aprile of Purchasing, who co-ordinates the clothing shows; Alma Toutant and Anne Madden from Huronia Regional Centre, Orillia; Kathy Johnston and Linda

Hubert from Rideau Regional Centre, Smiths Falls; and Hugh Stonehouse and John Tenhaaf of Southwestern Regional Centre, near Blenheim.

Committee members develop new vendors for the shows, ensure that vendors are offering current fashions that meet ministry requirements, and look into alternative methods of purchasing for clothing and footwear.

"We asked people if the shows were meeting their needs and we had a favourable response," says George. "Ministry buyers tell us it's an efficient way to make their purchases, and they save considerable money. It's like a trade show — they can buy directly from the manufacturer, wholesaler or dealer."

Items for sale at the shows are checked by the fire marshal for safety and by a laundry expert for "laundrability," George says.



Muldoon, clothing clerk at Rideau Regional Centre. Gail organized the clothing show and sale; Mary was there to buy clothing for clients at Rideau.



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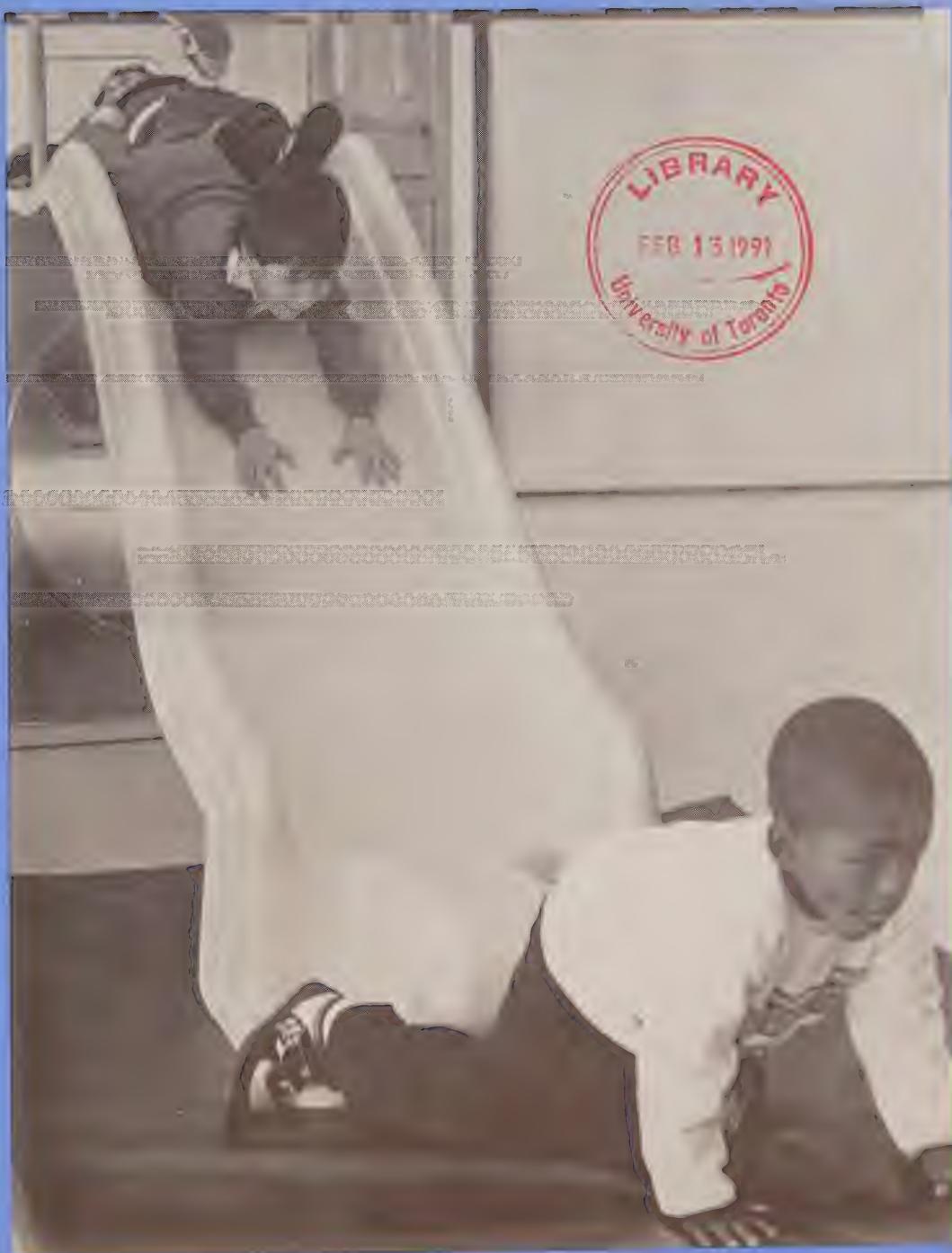
CADSON
SM
-D31

*Meet
Zanana Akande*

*A preschool for blind
children*

One person's trash...

*Integrated Services
for Northern
Children*





Ministry of
Community and
Social Services

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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COVER

These youngsters are enjoying playtime at their preschool just as other children do, but with one difference: they're at High Park Forest School, Ontario's only preschool for youngsters who are visually handicapped. It's located in Toronto's High Park and operated

by the Ontario Foundation for Visually Impaired Children. Read all about it beginning on page 4.



Photo by Julia Naczynski.

NEW PHONE SYSTEM ON ITS WAY

Queen's Park offices — including many at MCSS — will soon switch over to a new telephone system that will eliminate a lot of old-fashioned switchboards and endless waiting on the line.

Continuing through 1991, callers will be able to reach most Queen's Park employees on direct lines that are part of the new Queen's Park Telecommunications System (QPTS).

"It will take the Queen's Park system from state-of-the-ark to state-of-the-art," says Al Scott, the consultant with Accommodations who is looking after implementation of the system for MCSS.

The Ontario government installation is a digital

telecommunications system that will include such features as call forwarding, message centres, call conferencing, call transfer and speed dialing. A future possibility is voice messaging, which would allow callers to leave messages on a centralized message recording system (not unlike an answering machine).

The installation is coinciding with a number of office moves, says Al. Among the first to go online with the new service will be Capital and Administrative Services, Human Resources, Child Care Branch, Adoptions, Child Abuse Register, French Language Services, Legal Services, the Native Affairs Secretariat and Community Services, some of whom are moving to 2 Bloor Street West as of January 28. Next to be

affected will be Hepburn Block users, who will convert in late spring.

With QPTS, new phone numbers will have 325, 326 or 327 as the first three digits.

If your telephone number is one of the ones changing, you will be notified of your new number with plenty of time to let your regular callers know about it. Training on how to use the new system will be provided at a new training centre in the Macdonald Block just before your office receives its installation.

Accommodations is co-ordinating the MCSS conversion, with Bill Mocsan in charge. For general information, contact Al Scott at (416) 965-5008.

A NEW ERA FOR ARRELL

Hamilton's Arrell Youth Centre has pulled up stakes and moved to a brand-new facility.

The new Arrell, which officially opened December 19 with an open house, has 10 custody beds and 12 detention beds for young offenders, compared to the 14-bed capacity of the old centre.

"It's a vast improvement over our former location," says Al Roach, superintendent of Arrell. "We'd been at the previous location since 1971, and it was simply an awful physical plant."

The previous Upper James Street site was located on a busy commercial strip over a post office. The new location, near east Hamilton, is in an industrial area adjacent to conservation parkland. Unlike the old site, it offers outdoor recreational facilities such as a baseball diamond and court games such as basketball, volleyball and tennis.

There is also an attractive gym for indoor activities; it includes rings set into the concrete walls for climbing exercises which will eventually be part of the Arrell's unique REACH lifeskills program (see the Summer 1989 issue of *Dialogue* for a story about REACH). Besides three classrooms for academic studies, the facility includes a ceramics room, arts room and recreational rooms for games and television.

The building is divided into two "houses": Albion House contains the detention beds and Optimist House has the custody beds.

The building contains a number of design features with security and safety in mind, notes Al. Tamper-resistant sensors are connected with a state-of-the-art security panel that pinpoints a trouble spot if staff require immediate assistance. Security cameras are mounted on outside doors and viewed from a program office centre video monitor to assist in the

entry and exit of visitors and staff.

The bedrooms – all but one are singles – are equipped with locks that must be opened with a key from the outside but can be readily opened from the inside in case of emergency evacuation. The bedroom furniture is fixed to the floor; the beds are covered with attractive duvets; heavy-duty mesh screens cover the windows (which open for fresh air) and drapes are fastened with Velcro strips.

The design and furnishings have attracted much attention from communities interested in the planning of young offender facilities, so staff have prepared a videotaped tour of Arrell for loan to interested parties.

The new address for Arrell is 320 Anchor Road, Hannon, Ont. L0R 1P0. The telephone number is the same – (416) 574-0610; the FAX number is 574-2861.

RANDY HOPE NAMED PARLIAMENTARY ASSISTANT

Randy Hope was recently appointed Parliamentary Assistant to Minister of Community and Social Services Zanana Akande.

Representing the riding of Chatham-Kent, he was elected to public office for the first time in the September provincial election.

Mr. Hope was previously employed as a plant worker at Rockwell International in his native Kent County. From 1985 until his election

to office, he was president of the Canadian Auto Workers Local 1941 in Tilbury. Prior to that, he served for two years as president of the Chatham and District Labour Council.

Mr. Hope has served on several volunteer organizations, including the United Way, the Lester B. Pearson Centre in Chatham and the Ontario Coalition for Social Justice.

He is 31 and has been married to his wife, Cheri, since 1981. They have two children — Melissa, 7 and Ryan, 5.



Randy Hope

by Julia Naczynski
Photos by Brian Pickell

ZANANA AKANDE: TEACHER AND ADVOCATE

Teaching is Zanana Akande's vocation, no less so now that she is the Minister of Community and Social Services.

The minister, who once considered studying law, is now playing a significant role in the making of laws and of public policies that will affect the quality of life for Ontarians. Part of that is educating people — opening their eyes to issues relating to those in need of support and protection.

"A large part of teaching is reminding people," says Mrs. Akande.

In her campaign, she wanted to remind people — particularly the comfortable and affluent — that "there are responsibilities that we have when we become a little more comfortable."

That comment is not unlike an old saying that the purpose of journalism is "to comfort the afflicted and afflict the comfortable."

When she decided to enter last summer's election campaign, the minister (whose name is pronounced Za-NEY-na Ah-KAWN-day) did not expect to win, much less be named to Cabinet — the first female MPP to hold this portfolio.

"That's not to say that I entered it half-heartedly —

as a gesture than as a real conviction," says Mrs. Akande now. "I entered it intending to do the best I could, to make a real showing and to pinch some nerves and make people aware of some things."

Elected to represent the Toronto riding of St. Andrew-St. Patrick — which includes some affluent neighbourhoods — she ran for public office so that "even those who were comfortable were aware that food banks had become an institution in this society, and not one of which we should be proud; that there were women receiving social assistance who

desperately wanted to work and couldn't find child care that they could afford, and that we needed more and we needed subsidies, and we needed support for these people..."

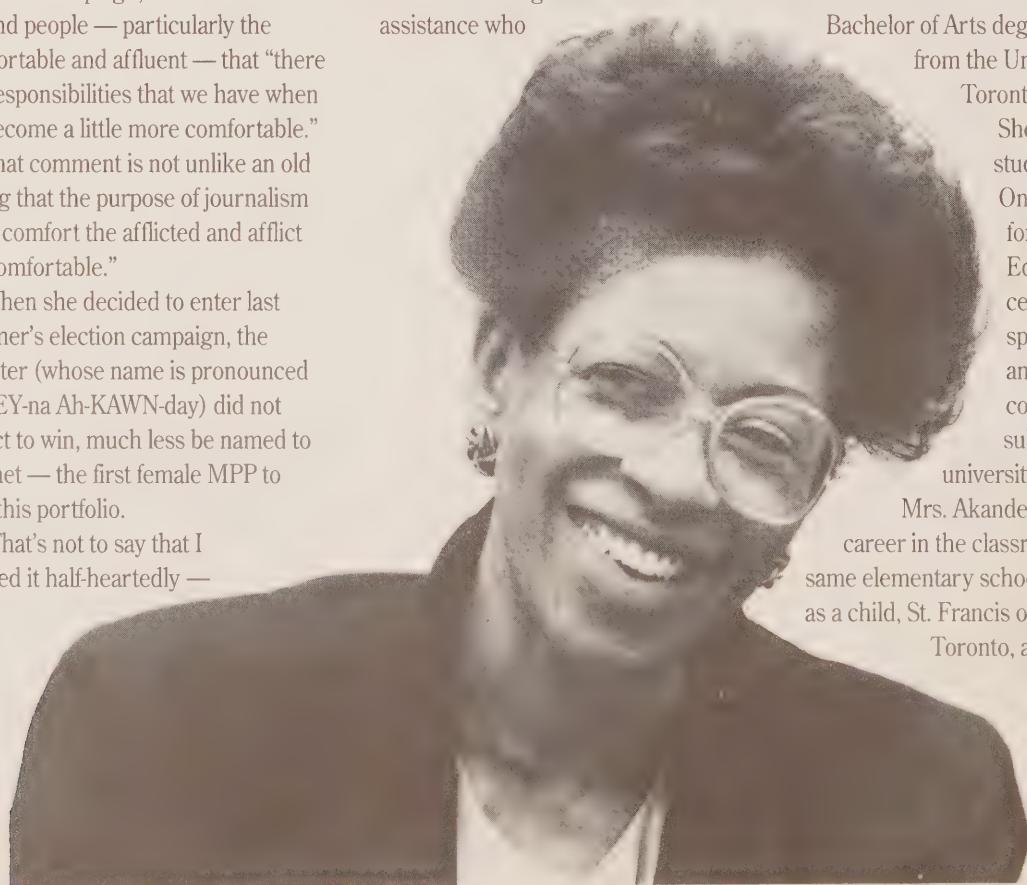
"It was particularly important for me to say those things in my riding, where many of my neighbours live in a great deal of comfort.

"And here I am."

Mrs. Akande comes to the ministry from a career in teaching (by coincidence, she is the third consecutive minister who comes to the position from a career in education). Born and raised in Toronto, she has a Bachelor of Arts degree in sociology from the University of Toronto.

She completed studies at the Ontario Institute for Studies in Education for a certificate in special education and has taught courses in that subject at the university level.

Mrs. Akande began her career in the classroom at the same elementary school she attended as a child, St. Francis of Assisi in Toronto, and was principal of



George Syme Community School in the City of York just before her election as MPP.

During her career, she has been a consultant in special education with responsibility for programs for learning-disabled children, "educable retarded" children and gifted children. She also worked in developing programming for the academic integration of immigrant students.

You may have heard her speak at a conference or workshop, as she has lectured often on education, women's issues, employment equity and pay equity issues.

Her husband, Issac, is an optometrist. They have three children. David, 24, is studying law at Osgoode Hall. Aderonke, 20, is at the University of British Columbia studying economics and business administration. Tessa, 14, is a Grade 10 student.

Eloquent and expressive, with a self-deprecating sense of humour that belies the usual "schoolteacher" image, Mrs. Akande is one of 11 female Cabinet ministers — the highest number in any Ontario Cabinet. She believes she was named to the community and social services portfolio because of her knowledge of the social services arena.

Mrs. Akande became involved in volunteer organizations — and they include the Toronto United Way, the Family Services Association, the Elizabeth Fry Society and York West Meals-On-Wheels — because, simply, the need was there.

She wanted to ensure "that there were sufficient and appropriate services for people," Mrs. Akande says. "It came out of a recognition that something had to be done" — for example, for women in conflict with the law.

The inequity in funding for organizations that assist women troubled her. She worked to rectify that on her first board membership, with the allocations committee of the United Way.

Much in demand as a board

member, "I do say 'No' to sometimes high-profile positions that don't give you much connection with the grassroots or with the people for whom you're providing the service," says Mrs. Akande.

One of the involvements she values most is her role on the editorial committee of *Tiger Lily*, a magazine by and for visible-minority women. "We felt it was needed in Canada because our views were not necessarily well-represented in the major women's



magazines," she says. The magazine is written from the perspective of feminist, visible-minority women. "Sometimes that's the same perspective, and sometimes it's different.

"...It was important to have it written somewhere, if only to legitimize the experiences of the women who had lived them."

Mrs. Akande's personal experiences with racism are a riveting part of a feature story scheduled for publication in the February 1991 issue of *Chatelaine* magazine. In the meantime, look for Mrs. Akande's interview in the cover story of the January issue, which features interviews with the 11 Cabinet ministers, who collectively have been named 1990 Woman of the Year by the magazine.

Now that she has a few months of experience in the Minister's Office to

look back on, Mrs. Akande admits, with a smile, that it's easier to be on the outside criticizing the actions of government than it is to be inside dealing with the pressures.

Nevertheless, she encourages scrutiny. "I think that as long as people outside criticize, it will make us accountable. We all benefit from others looking at what we're doing and making suggestions."

She is impressed with the dedication of the ministry staff she has met. "Frankly, I wonder how some of them manage to maintain any kind of health — some of them work a tremendous amount of hours."

She's also impressed by the helpfulness of the staff she has worked with. "Top-notch" is the word she uses to describe it. "Efficiency is certainly not lacking in this ministry."

Ministry people are "extremely concerned about the people that they seek to serve through the work that they do. They're concerned and they're committed.

"I applaud their efforts and really appreciate their support."

Uppermost in her concerns are people in need — particularly children (she once served on the ministry's advisory committee on children's services).

"Focussing on the needs of children is extremely important to me," she says. "I think that they're a group that come to us new and fresh and open, and with their entire lives stretching in front of them."

If she has one goal, it is to improve the lives of children.

'I reaffirm and I repeat that commitment to myself every so often — no matter what I do, this country, this province will be better for children,' she says.

"It will be a place — if I have anything to do with it — where people's lives are opened, limited only by their ability and their commitment. That's my focus, that's my goal, and that's what keeps me going."

If she has one goal, it is to improve the lives of children.

Story and photos by Julia Naczynski

SEE HOW THEY RUN

Ontario's only preschool for blind children gives visually-impaired youngsters a head start in a sighted world

There is a certain irony in one song heard during "circle time" at High Park Forest School: *Three Blind Mice*.

But at this preschool for visually-impaired children, the lyrics convey a message about blindness that's not often heard: that it's not so unusual to have a handicap and you can still have

adventures in spite of it.

High Park Forest School is part of the Ontario Foundation for Visually Impaired Children. Located in the heart of Toronto's largest park, the most racket you're likely to encounter is the rustle of leaves as squirrels forage for food. That's because the building had to be in a quiet place, away from street noise, so the children

could be away from distractions and concentrate on listening. (It's rented from the City of Toronto for a token \$1 per year.)

It also had one seemingly unusual requirement: it had to have lots of windows and light. That's because it's possible for youngsters with sufficient low vision to see objects if there's enough bright light.

The preschool is a unique program that meets the special learning needs of visually-impaired children. However, the foundation also offers an infant development program in Metro. The in-home service program teaches parents how to teach their blind child basic skills and concepts about space, motion and objects.

Other foundation programs operate in Simcoe-York, Durham, Halton-Peel and London.

At the High Park preschool, the children — aged two to six years old — learn about concepts (shape, colour, space), social skills and self-esteem. The school, which is aimed at preparing the youngsters for coping in a sighted world, can accommodate up to 20 children. There are only two others like it in Canada, both in Quebec.

The foundation is a registered charity that receives the bulk of its funding from MCSS, the Variety Club



Executive director Norma Kelly with trampoline-jumper Jeanne Marie.

of Ontario and donations. The preschool is licenced under the ministry's Day Nurseries Act, Handicapped Division.

Norma Kelly, the foundation's executive director and its founder, explains that it's essential to begin training visually-impaired children as soon as they've been diagnosed.

"About 90 per cent of blind adults are unemployed," Norma observes. In most cases, intellect and all other senses are intact; blind or low-vision adults *can* be productive, but they need a head start as children to compensate.

Visually-impaired children "fall into a huge deficit learning situation" because most of the learning we do as infants and toddlers is visually-oriented, Norma says. Blind children are sometimes placed in inappropriate classes "because they don't have the visual acuity to learn the lesson in the traditional way," she says.

In addition, most Intellectual Quotient (IQ) testing is visually-based. "They're being tested with visual materials and with visual references."

Norma knows of several blind children who were mistakenly diagnosed as profoundly retarded who are now in regular high school and making honour-roll grades.

Such children need help to develop to their full potential, she says.

Norma notes that the incidence of blindness in infants is increasing world-wide, due to premature births and genetics.

Mary Louise Andersson is a graduate child care worker and early childhood education (ECE) staff teacher at High Park Forest School who has been with the preschool since it opened in 1976. She worked with emotionally disturbed children before focusing on blind and visually-impaired preschoolers; she says working with the preschoolers is the most rewarding job she's had.

She agrees with Norma's assessment that blind children have the best chance for a successful life in the community if there is early



Pupil Chelsea sits pensively atop a "mountain."

intervention and training.

The school focuses on children where loss of vision is the major problem. The school does not have the facilities or staff to adequately serve severely multi-handicapped children such as blind-deaf or mentally or physically handicapped children.

"In this program, the children get a fairer crack at developing skills, to experience, learn and mature, and take on the next challenge," says Mary Louise. "By the time you're in junior kindergarten, it's too late."

Says Norma: "There are certain things visually-impaired children have to adjust to if they're going to

comfortably integrate into a sighted world." At the preschool, they can learn those lessons.

The preschool offers the children a secure environment for learning. The casual visitor will notice that none of the children grope the air in front of them, searching for obstacles; most walk confidently and sure-footedly about, without timidity, even in the gym-sized playroom which has large play furnishings.

There's a large foam obstacle course of big circles and squares — large enough to clamber over and into, called "Rocky Road." There's a two-storey playhouse with a ladder to the

"There are certain things visually-handicapped children have to adjust to if they're going to comfortably integrate into a sighted world."



Teachers Mary Louisa Andersson and Lindsay Hillier play with some of the preschoolers on the "Rocky Road" obstacle course.

"The children get a fairer crack at developing skills, to experience, learn and mature."

second level, walls and a slide to get to the floor. The walls in the playhouse teach the children the concept of rooms and enclosed spaces; the slide, concepts of motion in space. There are trampolines that are enclosed on the sides, like playpens, so the children can jump up and down safely.

The children are encouraged to explore all items and to play without fear of injury.

Smaller rooms are set aside for specialized teaching — for example, one room is equipped with a light table the low-vision children can use to play with such familiar objects as blocks and letters. See 'n' Say toys that have talking tapes, beginner Braille books and specially-designed books all help in teaching the children the basic concepts they need to know.

While learning to cope with the physical environment is important, "at the same time, they need to feel good about themselves, to develop self-esteem," says Mary Lou.

Norma tells of one pupil who had never met another blind child until he came to High Park Forest School. "For the first time, he knew he was not unique, and he could compete at a peer-to-peer level," she says. "It was exciting for him."

Parents also can find a sympathetic ear and good advice. "We help parents deal with guilt, anger and frustration," says Mary Lou.



Teacher Lindsay Hillier tapes pupil Andrew's feet to the pedals of a tricycle as pupil Mohamed watches.

The children are also taught social skills and appropriate behaviour. For example, the children learn to face the person they are speaking with rather than look away or to the side. "The more vision they have, the more natural their posture is," explains Mary Lou. "They have to use all their listening skills to understand what's going on around them."

And there are the usual preschool activities: circle time, snack time, free-play activity, creative play, sing-alongs.

Perhaps with the head start that High Park Forest School gives them, these youngsters will be able to more readily participate in a sighted world.

The Ontario Foundation for Visually Impaired Children Inc. can be contacted at P.O. Box 1116, Postal Station D, Toronto M6P 3K2 (tel. 416-767-5977).

Julia Naczynski is editor of Dialogue.

by Dave Rudan

Critical Incident Stress: Emotional Trauma On The Job

A traumatic event on the job can affect employees emotionally, researchers say

There is an unsubstantiated notion that people who work day in, day out with potentially violent people or with victims of serious trauma are themselves emotionally immune — that it's regarded as "just part of the job" and employees go home and forget about the tragedy they've witnessed at work.

That's not the case.

"The after-effects of this type of event can and do have a long-term impact, not only on the victims but also on those who observe the incident," say Don Bent and Lois Rosine in an article they wrote for the spring issue of *Quarterly Rap*, a newsletter produced by the Operational Co-ordination Branch for ministry staff in our young offenders program.

Don is a planning officer with the ministry's Southeast Regional Office in Kingston and Lois is a psychologist with Correctional Services Canada.

They work as members of support teams to help employees deal with emotional trauma — called "critical incident stress" (or CIS).

Lois, who has been specially trained to lead CIS teams, headed a support team that worked with staff at York Detention Centre after the tragic escape and deaths of the young offenders there. In February of 1989, seven youths broke out of the centre, stole a car and were later involved in an accident on Highway 401 outside Napanee; five of the youths died.

"The escape alone was dramatic. Everyone at the centre, including the kids, was in a state of disbelief and shock," recalls Hugh Robinson, who was the senior manager on call that evening.

Then came the news of the accident.

No one at the centre was emotionally untouched by the incident. A lengthy, much publicized inquest into the tragedy prolonged the distress

felt by many staff.

"The feelings and emotions experienced during and immediately after the critical event include exhaustion, shock, confusion, anxiety, fear and excitement," says Lois.

Immediately after the accident, Hugh was asked to drive to Napanee to identify the bodies that had been removed from the remains of the vehicle. "I had a lot of time to think," says Hugh of the drive from Toronto to Napanee.

He was anxious, wondering whether he would be able to cope — but there was another emotion that he still finds difficult to identify.

"It's hard to put into words...it's almost a deep-rooted feeling of guilt because I wasn't there during the break-out. But now at least I was doing something...sharing the responsibility," says Hugh, still groping for a clear explanation of his feelings.

The emotions felt by people

CIS is stress brought on by an extraordinary crisis or event.



experiencing CIS are perfectly normal, says Lois.

Workers affected by CIS cover a broad range of occupations, including direct care staff in facilities, group homes and crisis centres, victims of violence, their families and, not unexpectedly, police officers, firefighters and health personnel.

Weeks after a serious incident, staff may experience symptoms such as headaches, tension, irritability, overwhelming sadness, nightmares, depression, anger, family conflict and loss of emotional control.

Very often, employees are not aware of the stress they are experiencing. The impact of CIS — particularly when it is untreated — is only now being documented and includes increased absenteeism from work, deterioration of health, frequent use of medical services, marriage breakdown and even suicide.

"Frequently, staff who have experienced severe Critical Incident Stress simply quit. Because they quit some time after the incident, the connection is not made between the event and the resignation," says Don in the *Quarterly Rap* article.

Managers who are unaware of CIS can't provide the necessary support, and staff who are unaware of the cause of their symptoms don't or won't seek help.

"All staff should receive information and instruction regarding CIS," says Alex Honeyford, the ministry's co-ordinator of volunteers



and emergency planning. Alex represents MCSS on an ad hoc committee for a provincial strategy on a CIS management program.

A proposal was submitted to the Ontario government's Emergency Preparedness Co-ordinating Committee last November. The report says that over the past several years, the emergency response community has become more aware of the emotional traumas and stress associated with professional responsibilities.

"...Not as obvious and only recently accorded significant study are the job-specific stressors," it says. "Feelings of doubt, 'going crazy,' job dissatisfaction and insecurity will cause an increase in the use of sick/disability time and insurance claims."

"Untreated CIS will result in the loss of experienced, trained personnel; it will also cause an increase in injuries both at home and work," warns the report. "CIS reactions will disrupt family and social relationships."

Alex explains that CIS isn't as prevalent in the occupations within MCSS as it is with emergency-centred occupations, such as police or firefighting personnel.

"CIS isn't the usual stress that may be associated with a

particular job — it's stress that is brought on by an extraordinary crisis or event. The events at York were extraordinary — beyond what anyone could have expected," said Alex.

Lois emphasizes that point as well. Because the behaviours of people experiencing CIS are normal human reactions to abnormal situations, it is crucial that people with mental health counselling experience acquire CIS training before they assume a role as a leader or member of a CIS team.

Support after CIS can include a "debriefing" or group meeting which should be held as soon as possible after the incident, to give people the opportunity to air their feelings.

Alex says that consideration is being given to the creation of the ministry's own CIS response team under the Emergency Services Program.

For copies of the Quarterly Rap issue in which the article on CIS appeared, contact the editor of QR at the Operational Co-ordination Branch, 7th floor, Hepburn Block, Toronto M7A 1E9 (tel. 416-965-1887). Ask for the Winter/Spring 1990 issue (Volume 2, Number 1).

Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.

Inquest hears how 7 escaped centre

by Dalton Cormier
Photos by Roxanne Merits

NEW BLOOD IN THE NORTH

The Integrated Services for Northern Children program is bringing much-needed services to kids in Ontario's most remote region

The ministry's North Region is a study of contrasts: it's the largest region in terms of land mass, yet it's the smallest in terms of population.

But that population has as great a need for the ministry's services as any other — in some ways, more demanding needs. Services provided by professionals — the psychiatrist, speech therapist, physiotherapist and others — are rarely just around the corner or a half-hour drive to downtown. Often, they are hours away by car or plane — if they're available at all.

Services for children are especially scarce, and for those living in rural — read "remote" — areas, they are well-nigh impossible to reach.

Enter Integrated Services for Northern Children, or ISNC for short. This program is aimed at providing professional services such as speech therapy, physiotherapy, psychiatry and other child-oriented professions to the north, to children right in their own communities.

The prefix "multi" would accurately describe ISNC: it's a multi-agency, multi-ministry, multi-disciplinary project that provides multiple services to multi-problem children.

"There are a number of children who live in rural areas of the north with limited or no access to professional services in their home communities," explains Dan Salhani, regional co-ordinator of ISNC from the ministry's North Regional Office in

Sault Ste. Marie. Almost all the available services were being chronically absorbed by the demand for them in the larger cities; the local agencies couldn't meet all the demands.

The smaller municipalities in the north asked the province to develop a program dedicated to rural communities, so that services could be provided close to home.

"This program fills that void," says Dan. "It's a new way of managing community resources — a new way of combining people in a co-operative effort."

ISNC officially came into existence as the program called Northern Initiatives for Children with Special Needs. The Inter-Ministerial Northern Assessment Task Force that began in the early '80s was part of Northern Initiatives' inception.

The purpose of the task force was to address the problems MCSS had in common with other ministries, such as Health and Education, in recruiting and retaining trained professionals, co-ordinating services and resources, and coping with the vast distances involved in serving a sparse and far-flung population.

"It's an experiment in co-operation," says Dan.

Since more than one ministry is involved in ISNC, "all of us have had to consider ways and means we've never really used before," explains Dan. "I think one of ISNC's biggest successes, both visibly and potentially, is that we're changing a lot of people's thinking about the power of interaction

and co-operation."

It's characteristic of Dan that he prefers the more "user-friendly" job title of project leader to describe his role in ISNC: "People get a better idea of what I do that way."

A Sudbury native, Dan has worked at the Soo regional and district offices since 1982, mainly in children's services. He is the co-ordinator of the Northern Bursary program (*see the story, "Northern Initiatives," in the Fall 1988 issue of Dialogue*).

The knowledge gained from the bursary program left Dan well-versed with one of ISNC's biggest challenges: how to attract and keep qualified professionals. Happily, the bursary program and northern salary incentives have helped recruit many of the program's 114 professionals and support staff.

"We've got almost 85 per cent of our people in place," says Dan.

Boyd Drake, the ISNC Northwest Area co-ordinator in Thunder Bay, is also enthusiastic about the percentage of recruited staff.

"We've been able to recruit the staff that people thought we wouldn't. We've even surprised ourselves," he says. "Many have come through the Northern Bursary program, and we've especially seen a lot of returning Northerners and people from other remote areas of Canada."

Boyd co-ordinates two of ISNC's Professional Resource Groups (PRGs) through the ministry's Thunder Bay office. These particular PRGs serve the outlying communities of the Thunder Bay and Kenora/Rainy River

districts, and are based, respectively, in the city of Thunder Bay and the town of Kenora. Four other PRG teams deliver services to north and north-central Ontario, and are located in Timmins, Sudbury, North Bay and Sault Ste. Marie.

So what's a Professional Resource Group?

Alison Arthur, program director for the Thunder Bay District team, sheds some light on the professional and inter-ministerial nature of the groups, which operate independently of each other.

"The group members tend to come mainly from agencies sponsored by each ministry," she explains. "The Ministry of Health sponsors two speech pathologists, an occupational therapist, a physiotherapist and a secretary; MCSS sponsors the psychiatrist, the psychometrist, the program director and another secretary; and the Ministry of Education provides two speech and language teachers and two teacher diagnosticians." The Ministry of Northern Development and Mines

also provides funding for the program.

The other PRGs are similar, although each is adapted to the practical realities of their service areas.

"There are considerable region-to-region differences in resource availability, distances, staff distribution and client needs," says Dan. "The configuration of the PRGs may be the same, but the active relationship of staff, agencies and clients can be quite different."

Dan, Boyd and Alison are clear about the role of ISNC, and try to emphasize what it is — and what it is not.

"ISNC is not a "new" agency," notes Boyd. "It's not there to replace existing agencies and child care workers, nor is it there to take over existing management, although we are proposing some new inter-agency management structures.

"We're going into these communities to supplement and augment agencies and services that are *already* out there. They've got some skilled people and services already; what they often need is consultative and practical support."

This support is provided in part by a network of satellite workers with backgrounds in social work or psychology who deliver services in, and report from, rural and remote communities. They contact the PRGs with referrals, act as case co-ordinators for children with multiple problems, and respond to concerns expressed by rural agencies, families, schools and health care workers with appropriate action through the ISNC network.

Once the needs are defined, the necessary team members from the PRG hit the road (or, as is often the case in the north, the airstrip).

Moray McLean is the Thunder Bay PRG's occupational therapist; Jackie Jeffreys is the physiotherapist. They describe the service-delivery part of the PRG's role:

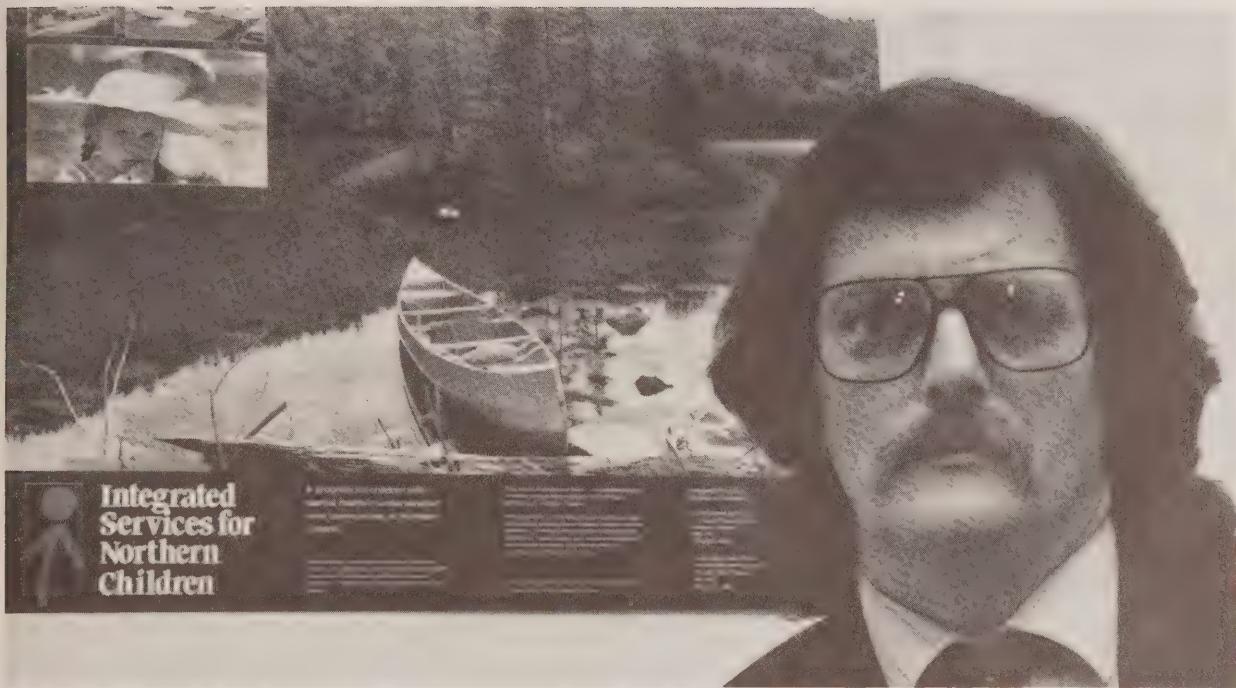
"It's usually one week in, one week out," says Jackie. That is, the team members will spend one week in the PRG home base in Thunder Bay, and the other making a specific circuit of professional visits to remote communities.

"The weeks spent travelling tend to be pretty intensive," adds Moray. "We

"We've been able to recruit the staff that people thought we wouldn't. We've even surprised ourselves."



The Thunder Bay Team: Jackie Jeffries, physiotherapist; Moray McLean, occupational therapist; Alison Arthur, program director; Marsha Deschamps and Mary Ziegler, speech pathologists; Robert Haymond, psychologist; and Arlene Whiffen, psychometrist.



Boyd Drake co-ordinates two of the ISNC service teams for the Northwest area from the ministry's Thunder Bay office.

don't just go back to the motel room and relax at the end of the day; time is at such a premium that we're usually preparing for the next day's clients."

A big part of each team member's itinerary is spent in instruction to families, schools, volunteers and other members of the community to increase understanding of children with special needs, and to increase self-sufficiency in caring for them.

"Unfortunately, there's usually a gap of several weeks between visits," Moray explains, "so it's good to have an aware and caring community for the times a specialized professional can't be there."

Of interest to potential ISNC recruits: Moray is a native of Scotland, and has lived in New Zealand and Boulder, Colorado. After tasting the delights of these earthly paradises, how does she find northwestern Ontario? She really likes it!

Relationships between the satellite workers, the PRGs and the sponsoring agencies and programs in the communities are essential to the success of ISNC, says Alison Arthur.

"For the program to really work, everyone involved must try to get used to a 'consultant/mediator' model

rather than the more basic and familiar direct-service model of effective child care" that many government staff are accustomed to.

Dan Salhani agrees that it's vital for good linkages to be maintained "because of the challenging and crucial nature of the work."

Boyd Drake summarizes the program's basic function: "The question that ISNC should ideally ask each community and each child is: How can we best serve you?"

This is why communication and co-operation are key elements.

"It's a unique opportunity — being able to cross boundaries, to have professionals from various ministries and agencies working together as equals, as part of a team," says Alison.

Crossing boundaries can pose difficulties. Boyd is realistic: "How do you get a school board to co-operate with a hospital, let alone get four ministries to co-operate with one another?"

ISNC's mandate to promote co-operation doesn't seem quite so quixotic in light of some of its forward-thinking initiatives. An example is the preliminary drafting of common consent and referral forms that would accommodate the needs of every

agency and ministry working with ISNC. Legal Services branches from each ministry worked together to create documents that would avoid the unnecessary delays that sometimes are involved in inter-ministerial paperwork.

ISNC is still essentially a fledgling program. This is just the second year of a three-year initiation and implementation period. But from March to September 1990 alone, the Thunder Bay team served almost 200 kids — a pretty hefty number, considering it's one of Canada's more remote and underdeveloped regions.

The team players of ISNC are almost unanimous in their feelings of accomplishment and optimism. Ontario has, in ISNC, an organization that is promoting co-operation between ministries in its aim of caring for our youngest and most needful citizens.

Dalton Cormier and Roxanne Merits are both writer/photographers. Both were born and raised in Thunder Bay, studied journalism at Carleton University and recently returned to Thunder Bay to pursue journalism careers.

A network of satellite workers deliver services in rural and remote communities. Communication and co-operation are key elements.

by Susan Best

ON THE JOB

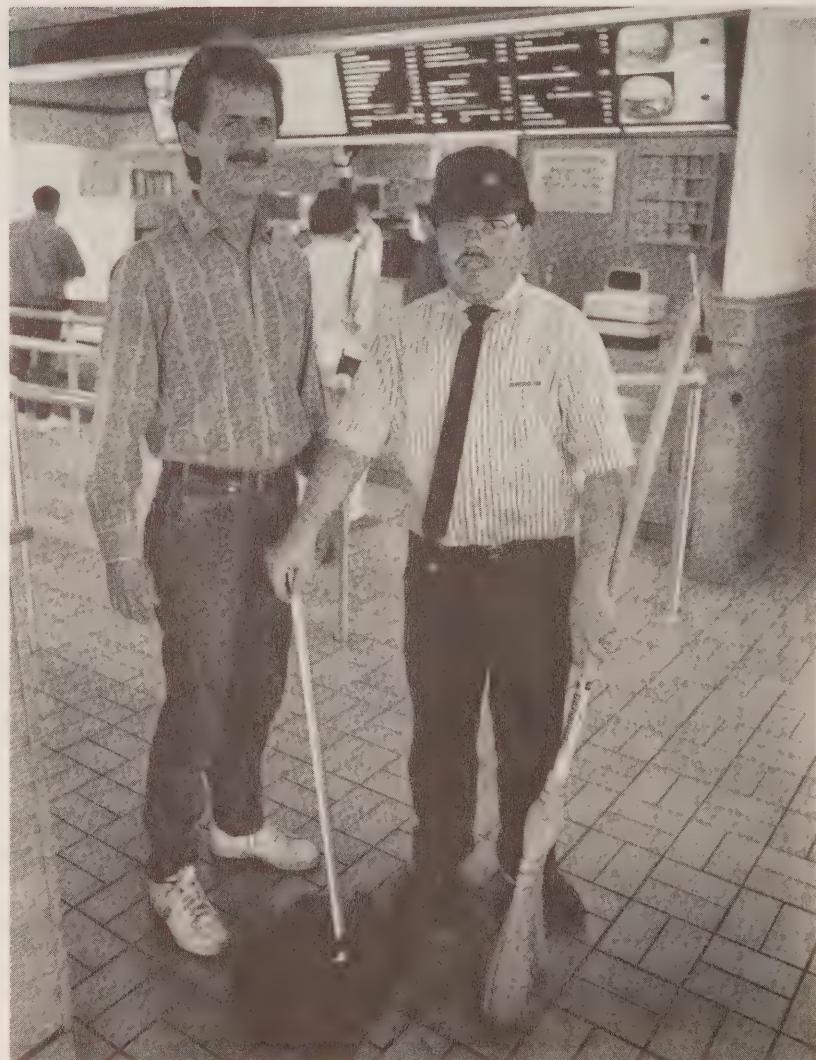
A chance to show what they can do in a work situation — that's what clients get through supportive employment

Without the support of community employers and their staffs, this program just wouldn't be possible.

Community placement" means many things for persons with developmental handicaps, not the least of which is having something meaningful and productive to do with their time during the day. The aim of the Supportive Employment Program at Rideau Regional Centre is to provide the necessary supports for a resident to obtain and keep a job outside the facility.

For the past two years, the Supportive Employment Program has been coordinated by Diane Hull and job coaches Ray Doherty and Rick Noonan of the Vocational Services Department. When an area employer has been recruited to work with the program and a resident has been selected, the coach and resident begin to learn the tasks and responsibilities that come along with the new job. Employers and their staff are encouraged to assist with the resident's smooth integration into the workforce. As each resident becomes more familiar with the job, and more comfortable with fellow employees, the job coach gives increasing independence.

For Rideau resident David Maguire his job at Canadian Tire makes him "a lot happier". When asked what he likes most about work he will tell you he likes stocking the shelves by himself, being with the other staff, getting his pay cheque, and banking at a bank in Smith Falls.



Job coach Ray Doherty, left, visits trainee Calvin Prince at his job placement with Burger King in Smiths Falls.

David's placement has been a good experience for Canadian Tire staff as well. Dale Derbyshire, store manager, was quick to point out that David is part of the team, both in the store and at staff social events. Staff members, through their contact with David, have

a new appreciation for the abilities that people with developmental handicaps have. David works well with staff and is extremely courteous to customers.

"Since starting the Supportive Employment Program, we have seen great changes in the residents who



Rideau resident David Maguire stocks shelves at Canadian Tire, Smiths Falls.

have participated. They feel more independent, have a greater feeling of self-worth, and seem better able to control their behaviour. From our perspective, the residents who participate in this program seem

happier, while at the same time learn valuable job skills," noted Diane Hull.

Residential counsellors have also seen a positive change in residents after they have started a work placement. They have assisted

residents in choosing appropriate clothing for work and stressed the importance of getting to work on time.

Currently the program has 13 people placed in a variety of locations around Smiths Falls. Referrals come from Rideau Regional Centre and adult protective service workers (APSWs) in Lanark County.

The on-going co-operation of employers and employees in the Smiths Falls community has been essential to the success of this program.

Once a resident has learned their job well, they have a sense of worth and accomplishment; they know they have completed their task successfully, on their own. To be told "that's good" or "great job" means a lot, and can go a long way to improve their attitude.

Job coaching and support have given residents the chance to experience the real world and develop independently.

To be told
"that's good"
or "great job"
means a lot.



Hazel Woolridge makes french fries at her Supportive Employment placement in Smiths Falls' Burger King.

Susan Best is acting coordinator of the audio-visual department of Rideau Regional Centre.

Story and photos by Robert A. Miller

ONE PERSON'S TRASH...

Rideau Regional Centre's recycling program is a leader in Lanark County

A three ton truck pulls into the tree-lined driveway that leads to Rideau Regional Centre, on the eastern edge of Smiths Falls. It's loaded with what used to be considered junk, but is now perceived as precious resources: recyclable materials.

In the truck are a Rideau staff driver and two residents. They've been out collecting pop cans, clothing, and a lot of paper from Lanark County schools, businesses and factories.

Their arrival is the first step in an innovative

program that has turned Rideau Regional into a leader in the recycling

in a Rideau workshop, clients sort fine paper into three different grades: white, coloured and computer grade. They are also trained to eliminate paper contaminated with glue or other materials that are unacceptable for the recycling process. Left to right: Dalton Yuill, John Kingston, Serge Patvin, Richard Corriere, and Dale Skipworth.



Richard Durby gets cans ready for the computer machine.



Gordie Hyland, left, and Chris Doyle, a Futures student, load the sorting machine which will separate aluminum cans from steel.

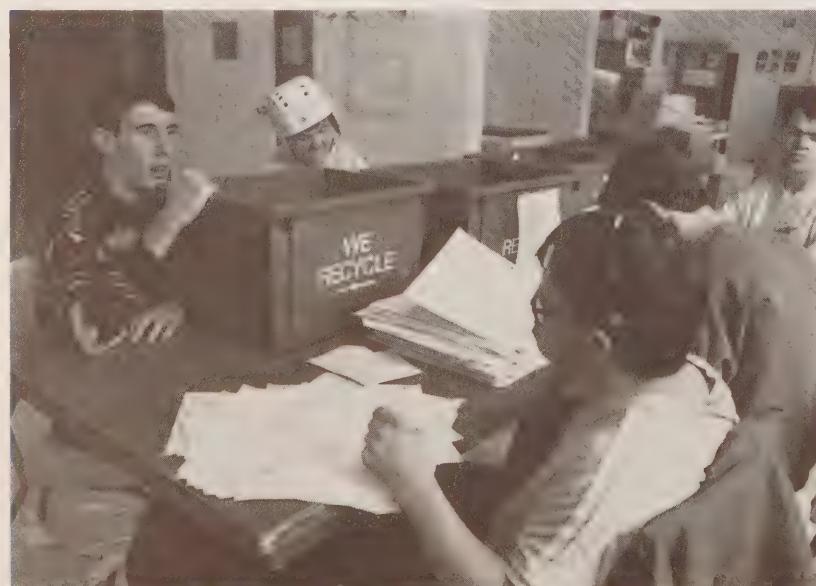
field for the Lanark County area. The facility has reached out to the local community and is fast becoming recognized as a place that knows a lot about recycling.

"We're getting up to 10 phone calls a day about it now," says Brian Rathwell, supervisor of the Rideau

workshops where clients sort the paper and pop cans, and cut clothing into reusable cloth wipers. "People are asking how they can get on board," adds Jim Paul, director of Vocational Services.

The Rideau workshops, where residents with developmental handicaps are trained in basic job skills, are a beehive of recycling activity.

In one room, a machine is magnetically separating steel and aluminum pop cans; clients are loading another machine to compress the cans into a form acceptable to the recycling company that will start the metal back on its second "life." Across the hall, clients are sorting mounds of paper into three grades: "office white," coloured, and computer paper. They also check for unrecyclable paper that contains glue or other contaminants. The sorted paper will soon be on its way to a paper recycling company.



At the end of the room, Rideau resident Beverley Pegg carefully takes pieces of cloth and cuts them into "industrial wipers" or cleaning cloths, strips of material that will be sold to a linen company in Ottawa and to local auto body shops.

The recycling activity at Rideau isn't limited to the vocational workshops. Other departments are switching to recyclable paper and containers. In Laundry and Linen Services, manager Larry Hart and his staff have introduced recyclable adult diapers. All staff at Rideau are encouraged to participate in recycling, especially through events such as Recycling Week, held in November for the last two years.

This all adds up to a focus on recycling that has made Rideau a recycling centre for Lanark County. But Rideau's reputation isn't accidental — both Brian Rathwell and Jim Paul take an active interest, through their



Beverley Pegg cuts cloth into strips called "industrial wipers," which will be sold to a linen company in Ottawa and to local auto repair shops.

membership in the Recycling Council of Ontario and other recycling groups. In October, they travelled to Windsor to join with 650 other recycling council members in a conference; on their way home, they stopped off at another ministry facility, Southwestern

Regional Centre, to trade recycling ideas with staff who run recycling programs there. In short, they do a lot of networking.

Jim and his staff have made an effort to reach out to local businesses, schools and interested citizens. For example, the Hershey Chocolate plant, practically next door to Rideau, has agreed to supply used burlap bags to Rideau, where they are used to ship the compacted cans that leave Rideau for the recycling plant.

"Recycling also gives us (Vocational Services) a fairly steady work flow," says Jim. That's important, he says, because recently "several plants in the area have closed, plants that had

contracts with us" — for example, a contract to produce wooden pallets that was lost when the firm that had ordered them folded.

Jim sees recycling as a field that's just starting to take off: "For businesses, it's coming down to bottom-line dollars; it just makes economic sense to recycle. The tipping fees (to dump garbage) have gone through the roof. And there's a changing awareness by the public — people want to buy recyclable and recycled products."



Fred Gadbois removes squashed pop cans from the compacter.

Robert A. Miller chairs Dialogue's editorial advisory board.



Holding cans that have been sorted, compacted and ready for shipment, are Diane Hull, supervisor of job placements; Brian Rathwell, supervisor of vocational workshops; and Jim Paul, director of Vocational Services at Rideau.

For information about waste management programs in facilities call the MGS Waste Management Hotline at (416) 324-3777.

SHOWING THE "SERVICE" IN PUBLIC SERVICE

Dealing with the public takes tact, sensitivity and good listening skills

You may not consider customer service a part of your job, but it is.

We all deal with customers, be they clients, the public or other civil servants. If someone asks you for help with a query about the ministry or the government, getting an answer — or setting the person on the right track to one — becomes part of your job.

Patrick Fardy is an income maintenance supervisor in Cornwall. He's aware of the frustrations people encounter — or expect to encounter — in their dealings with government. His office has made "The Buck Stops Here" its customer service slogan.

"We try to ensure that the call people make to us, or the one after that, is the last call they'll have to make," says Patrick, who has been with MCSS since 1969, all of it in income maintenance.

Brij Mehta is one of two MCSS customer service officers stationed at the ministry's customer service office in the Macdonald Block at Queen's Park. He handles upwards of 100 calls a day, covering subjects on everything from child care subsidies to welfare fraud tip-offs.

Though he admits that the task of responding to public queries, comments and complaints can often be hectic, Brij relishes the challenge.

"We don't have a product to sell," says Brij, whose office is part of the Communications and Marketing Branch. "Our product is quality service."

Until recently, "quality service" risked becoming an oxymoron, as unlikely a combination of words as "working on a suntan" or "jumbo shrimp." But after a long period of neglect, private-sector business is recognizing the importance of good customer service. The public service is paying closer attention to it too: for example, one conference for ministry financial services staff had customer service as its theme.

Today's public servants are mindful of the importance of meeting the needs of those who, as the saying goes, pay their salaries — their customers and clients, the taxpayer.

"We are here to serve the people," says MCSS advocacy officer Kaca (pronounced "KACH-a") Henley, whose job in part is to act as a mediator between the public and the ministry. "They're entitled to the best we can give them."

With perhaps more direct contact with the public than most other provincial ministries — in matters that are very personal and confidential — our ministry needs to be especially conscious of the importance of customer service. Each day, staff deliver hundreds of services and programs to tens of thousands of Ontarians — services that directly affect the quality of life for many people.

There is no mystery to ensuring successful customer service.

Perhaps the simplest rule to remember is: "Treat customers and clients the way you would like to be treated." There is, after all, no

substitute for the Golden Rule — "Do unto others as you would have others do unto you."

Staff who deal with the public on a daily basis say that good listening skills are imperative. Staff need the patience to listen to the stories they're told, the interviewing skills to draw out key information, and the insight to — as Kaca Henley says — "hear the feelings behind the facts."

Being attuned to feelings and being able to respond in a tactful, sensitive way is almost a requirement for those who work in social services. Most staff truly empathize with and respond to the fears, anxieties and worries of people in need of the ministry's services.

"We have to be sensitive and act in a very delicate way," says Brij Mehta. Our clients, he notes, are experiencing difficult life situations and are coming to us for help. "We have to think of how we'd feel if we were in their shoes. That's the only way to learn how to help people."

Unfortunately, the compassion you put into your job isn't always compatible with the workings of a large bureaucracy. It can be all too easy to simply outline rules and procedures without explaining the reasoning behind them, or to become so ensnared in paperwork that the client gets "lost" behind all the paper.

"Public sector jobs are heavily weighted with process, and when you go through something enough times, you forget to put emotion in it," says Cathy Shaughnessy, a Waterloo-based training consultant who frequently

brought to you
by the Human
Resources
Branch

Staff need to
"hear the
feelings behind
the facts."



Brij Mehta

presents workshops on customer service for Career Track, the consulting firm with which she is affiliated. (She recently did a two-day workshop on "How to Give Excellent Customer Service" for staff at the Ministry of the Environment.)

"You're not just dealing with a file or account number," Cathy notes, "but with a human being."

While being treated like a number can be irksome for a client, being passed back and forth like a beach ball is often even more frustrating. You know how *you* feel when you're being bounced around from office to office, having to endlessly re-tell your story, only to hear those chilling words: "That's not my department."

Of course, staff can't be expected to have all the answers, nor have the authority to make all the decisions. But you should have enough knowledge about the better-known programs and services to be able to refer people to the right place. The Ontario government telephone directory and the KWIC Index are indispensable tools for anyone who deals directly with the public.

While good customer service clearly benefits the public, it offers benefits to the organization and its employees. As staff become more efficient and responsive, they develop a sense of accomplishment, pride, purpose and teamwork. This also applies to those whose clients are other ministry employees, not just those who serve the public.

Only with all employees playing their service roles, as Cathy continued on page 23



Kaca Henley



BOOKS THAT CAN HELP

If you'd like to brush up on your "people techniques," the following books are available from MCSS Library and Learning Resources, 880 Bay Street, 5th floor, Toronto, for loan (call numbers in brackets):

Business and Social Etiquette with Disabled People: A guide to getting along with persons who have impairments of mobility, vision, hearing or speech by Chalda Maloff (HV 3011 M16). Don't let the long title put you off: this is an anecdotal guide based on the author's own experiences as a person with disabilities. Includes advice on how and when to lend aid, how to converse among people with handicaps without making a social blunder — even specific advice on how to push a wheelchair.

Business Etiquette: The first five

minutes by Norman King (BJ 1581.2 K56). For anyone who wants to make a good impression on clients, colleagues or the boss. Chapter 2, "Saying it right," covers developing a pleasant speaking manner; Chapter 3, "Success in listening," discusses the importance of really getting the other person's message; Chapter 4, "Creating a presence," will help you establish a favourable, yet authoritative image for yourself.

The Canadian Secretary's Handbook: An on-the-job guide for office professionals by Anne Morton (HF 5547.5 M78). Good for the person new to office procedures, or for brushing up your office skills. See Part III's Section 8, "The telephone: An important business tool" for good phone practices, and Part IV for "The Secretary Handles People."

Perhaps the simplest rule to remember is: "Treat customers and clients the way you would like to be treated."

Stuart Foxman is a Toronto writer whose work appears frequently in Ontario government publications such as Dialogue. His most recent article in Dialogue, about employee assistance programs, appeared in the Fall 1990 issue.

In Hand is a column of useful information and helpful hints for all ministry employees. We'd be happy to receive any comments, story ideas or questions you may have about work. Please write to: *In Hand*, Human Resources Branch, 880 Bay Street, 4th floor, Toronto.

by Dave Rudan

A NEW GENERATION OF ROCKERS

Windsor retirees flock to exhibit

“We seniors are not a problem — we're part of the solution,” said JoAnne Fillimore

to an enthusiastic audience of more than 400 who work on behalf of senior citizens in the Windsor-Essex area. JoAnne is chairperson of the Ontario Advisory Council on Senior Citizens.

Her comments drew enthusiastic bursts of applause during the opening exercises of *Seniors Independence Days Expo '90*. The expo was co-sponsored by the ministry's Windsor Area Office and the Big V Drug Stores chain — a unique collaboration between government and the corporate sector. The two-day event attracted more than 10,000 visitors.

A new Generation of Rockers



The exhibition's theme, “A New Generation of Rockers” was an accurate reflection of the abilities of today's retired population, according to Windsor city councillor Tom Porter. He said that many of Windsor's community services “would collapse” without the volunteer services of senior citizens.

Seniors now have the same impact on society that youth did in the past two decades, said county warden Greg Stewart. Acknowledging the expo logo — an empty rocking chair with a sign “Busy!” hanging on it — he noted that a rocking chair is a significant symbol for creative planning as well as retirement.

The purpose of the October exhibition was to encourage and enhance the independence of older adults, explained MCSS program supervisor Bryon Gero, who spearheaded the ministry's participation.

“The ministry is committed to working in partnership with communities, families and individuals to promote independence...this (exhibition) is an example of how we can achieve our potential together,” Bryon told the audience during the official opening.

A highlight of the 58 displays at Windsor's Coboto Club was the ministry's *Independence Through Good Design* exhibit hosted by Richard Darjes of the Information Systems and Applied Technology Division.

Featuring a model kitchen and bathroom, this presentation is designed to demonstrate consumer goods and devices that enable people with physical

challenges to maintain their independence in their own homes. It has also been on display at the National Home Show in Toronto.

Testimony of the growing influence of senior citizens in today's society was offered by keynote speaker Bill McNeil.

“Watch out for Grey Power,” warned the host of CBC's national radio program, *Fresh Air*.

Illustrating how influential older citizens have become, McNeil said that when researchers attempted to measure the listening audience of his show 20 years ago, “they couldn't find anyone listening to us.” The format of *Fresh Air* caters to older adults and is aired Saturday and Sunday mornings. “Today, we're the number-one show in Canada coast-to-coast and number one in many cities as well. In Toronto we share first place.”

Other speakers included author and broadcaster Tom Harpur, who spoke on spiritual values and aging, and Kingston physician Dr. George Merry, whose topic was “Sexuality in the Later Years.”

Bryon said that he was “overwhelmed” by the number of senior citizens at the exhibition. “We must have had 5,000 visitors the first morning.”

He was impressed by the number of citizens who stopped by the ministry's display to ask about specific services.

“When one woman asked me about pensions for her physically disabled son I was able to direct her to Booth 33 where they had the information. It (the exhibits area) was a wonderful model of a single-access service,” said Bryon.

Story by Diane Clark
Photos by Bob Clark

DISASTER, WOODSTOCK-STYLE

Emergency rehearsal pays off at Oxford Regional Centre's mock disaster

It was the stuff that disaster movies are made of.

What could have been aptly named "Airport '90" took place in October when staff at Oxford Regional Centre went into action after a small twin-engine plane lost power and crashed into the North Park Building.

Administrator John Hewitt was notified; within a mere eight minutes the facility's disaster plan was activated and the Emergency Operation Centre set up.

Of course, it was a mock disaster, a training exercise set up to put ORC's emergency and evacuation procedures to the test.

The exercise, aptly titled "Code A Awareness," was ORC's first mock disaster and was video-taped for training purposes.

ORC is home to some 338 adults with developmental handicaps, 157 of whom live in the North Park building. North Park is also, with its five floors, the largest building within the facility.

The "crash" struck the second and

third floors on the northwest end of the building. Evacuation became part of the emergency response because of the "threat" of leaking gasoline.

To heighten the realism, the maintenance department constructed the tail section of the "crashed" plane, placing it against the building with debris scattered around. A hose was left slowly running outside a second-floor window to simulate a gasoline leak. Two small fires were started in fire pans, and a tape recording of sounds from an aircraft, complete with explosion, was used to alert staff to the crash.

Two foggers were used to simulate smoke streaming out of windows, while pieces of "debris" were scattered throughout the rooms to provide even more authenticity.

Since the continuing care unit is located in North Park, leaders decided not to evacuate the entire building, but to carry out a Level II, or unit-only, evacuation instead.

"Responding" to the disaster were 17 volunteer firefighters from the East



The "injured" receive on-the-spot medical attention.

Zorra/Tavistock Fire Department, the Woodstock Fire Department, St. John Ambulance and the Woodstock detachment of the Ontario Provincial Police. Woodstock General Hospital was ready to receive the injured; drama students from College Avenue Secondary School in Woodstock assisted in providing "injuries," and the St. John Ambulance provided casualty simulation.

Responding from within ORC were the nursing staff, including direct care staff and support services people.

The Safety and Communications Department put five months of planning into action at the disaster. A security team — new to the disaster plan — looked after directing traffic and securing entry to doors, elevators

DISASTER continued on next page

Diane Clark is involved with emergency planning with ORC's Safety and Communications Department. For information about emergency planning, contact her at ORC at (519) 539-1251, ext. 530.



Firefighters at the mock crash scene hose down a "gasoline leak."

ADVENTURES IN LANGUAGE

Listening to newcomer France Doyon overcoming the intricacies of a new language adds a special thrill to conversation with her. Each word is chosen so carefully; each pronunciation a test of agility; each comprehension a triumph. One can't help but admire her perseverance, and silently cheer her on.

It must be a brave person who arranges to move, alone, to an unfamiliar area to learn a new job, to make new friends and acquire a whole new set of communication skills — English-Ontarian expressions.

France, who comes from Quebec City, worked for a year at Southwestern Regional Centre through an exchange program she arranged through the ministry's

Human Resources Branch.

France explains the multitude of reasons why learning English is important to her: "I want to go back to university. Most books are in English. In Montreal, many people speak English."

"When I hear a song (in English), I want to understand. I like to travel — you meet people and they speak English. To get another job with more responsibilities, it's good to be bilingual."



France Doyon cheers after using the right word in English during a conversation with SRC's community services manager Jean Burnett.

With the assistance of SRC administrator Lloyd Jackson, France obtained a one-year contract at the centre as a social worker. France's progress was remarkable since arriving with minimal English skills last year, but she says, with charming modesty, that "I think I will need one more year for me to be bilingual. My speaking is not very well."

France radiates a bubbly personality. She joined a Chatham fitness club, took tennis lessons and was tutored by an English teacher in Blenheim.

With a degree in social work from the University of Laval, France was a social worker for 15 years for the Centre de services sociaux de Quebec. Her principal responsibility is to recruit and evaluate prospective FamilyHome parents for people with developmental handicaps.

Recruitment is a significant task in her home province, as she is responsible for finding FamilyHomes for all centres for people with developmental handicaps within the

large region of Quebec City.

Past experiences were helpful while she supervised FamilyHome for the SRC community services department. "I am lucky. The (community services) team is nice and they help me ... I will be sad when I leave."

France acknowledges that conquering a new language takes time, "slowly and surely."

She returned to Quebec in November after saying "au revoir" to her colleagues and friends at SRC.

No one at SRC has yet courageously agreed to be immersed into the realm of French-speaking Quebec, and France hopes that someone will take the challenge of the exchange opportunity. She says: "Welcome to Quebec. I think we can do something for that (exchange). Maybe next year."

Joan Eastman is an information officer at Southwestern Regional Centre and editor of Centre Stage, SRC's newsletter.

DISASTER

continued from previous page
and the disaster area itself.

The mock disaster contained several essential elements that made it a success. The key one was realism — since there is a small private air strip located just north of ORC, the scenario was a possible one.

Evaluators collected information on responses, and umpires monitored the whole exercise.

A "post-mortem" of the disaster decided that ORC's disaster plan is a viable one, and some weak areas were pinpointed. Changes are already being made to the disaster plan to correct these problems.

Staff felt the mock disaster was a worthwhile training exercise and will try out the plan again with the changes at a later date to ensure all staff are ready in the event of a REAL disaster.

REUNION FOR RIDEAU-TRAINED COUNSELLORS

Hey — whatever happened to what's her-name?

That's the question organizers are asking as they prepare for a reunion of Mental Retardation Certificate (MRC) graduates.

In 1968, the Ministry of Health began a series of training programs at Rideau Regional Centre, known as the MRC course. It was the first of many courses held across Ontario in facilities for people with developmental handicaps.

Rideau Regional Hospital School, as Rideau Regional Centre was known in those days, continued to provide the training until 1974. There were 13 classes in total with more than 600 graduates who qualified as residential

counsellors.

More than 20 years have passed, but who says you can't go back? In 1991, from August 16-18, the 600 grads and enrollees from the MRC classes will have the opportunity to relive the "glory days" with their former classmates.

If you were enrolled at Rideau's MRC course between 1968 and 1974, plan to attend. Or, if you know someone who was enrolled during those years, let them know about the reunion.

For more information, contact Denise Miall or Jean Vandusen at Rideau Regional Centre, P.O. Box 2000, Smiths Falls K7A 4T7, or telephone (613) 284-0123, extension 497 or 263.



Julia Naczynski

IN UNISON FOR UNITED WAY

The tastes and sounds of Jamaica made a lively theme for the annual United Way campaign kick-off held at Queen's Park in September. Spicy fare such as Jamaican patties at the MCSS booth were a sell-out with the crowds of civil servants who attended the kick-off for all ministries in the Lawrence Lounge at Bay and Wellesley streets in Toronto. Along with the food, MCSS offered

Jamaican-style entertainment in the form of renowned Jamaican-dialect storyteller "Miss Lou" Bennett-Coverley (seen in the photo with percussionist Dick Smith and husband Eric Coverley). The ministry campaign surpassed its goal to raise \$122,000 for the United Way; the government employee campaign raised \$2.26 million in total for the 1990 campaign.

CUSTOMER SERVICE *continued from page 19*

Shaughnessy explains, can the organization run smoothly and effectively.

"One of the reasons we teach customer service is not only so that customers can be happier," she says, "but so that the environment in which people work can be more positive and less stressful."

While making the workplace more pleasant is one reason to strive for improved service, the best reason of all is because we are, after all, public servants. It is our reason for being on the job.

Says Brij Mehta: "If we don't serve people in accordance with their requirements, we are failing in our mandate."



Wanted: the graduating class of September 1971 (as seen in the photo), as well as others who were enrolled in Rideau Regional Centre's Mental Retardation Certificate course from 1968 to 1974. These graduates are: front row, L. Cuthbertson, J. Wood, G. Spoelder, RRC's co-ordinator of Community Resource Services Denise Miall, R. Gayda and G. Keyes; second row, R. Henry, D. Kirkham and T. Wood; third row, G. Johnston, K. Barr, K. Foster, G. Male, P. Donovan and L. Stoliker; last row, G. Wall, B. Scott, M. Giles and R. Polk.

the last laugh

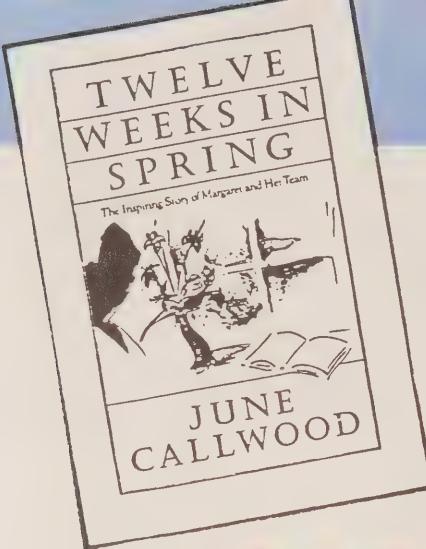
The time to relax is when you don't have time for it.

Do you know the real reason winter seems so long? Because it comes in one year and out the other.

If you want your dreams to come true, you have to stay wide awake.

Flattery should be treated like chewing gum — enjoy it for a short while, but don't swallow it.

• • •



by Elizabeth Marsh

SHARING THE CARING

Dying with dignity — and at home

When ministries and social service agencies speak of maintaining people in their own homes for as long as possible, they have not far to search for a model or handbook for palliative care. As a recent seminar showed, both are already available.

Palliative care at home was the subject of a public seminar, *Sharing the Caring*, sponsored recently by the Toronto Mayor's Committee on Aging. It focused on the experiences related in the 1986 Canadian best-seller, *Twelve Weeks in Spring*.

Author June Callwood — social activist, professional writer, caring human being — recorded the experiences of a pioneer palliative care team which she helped organize. *Twelve Weeks* is a sensitively-documented account of "the Margaret team", the 60 people who came together voluntarily to help 68-year-old Margaret Frazer spend her final weeks on earth as she longed to, in her own home.

Margaret was a retired, single woman who had no family nearby. She had few close friends, but in the last decade of her life had earned the affection and admiration of many as a member of the Church of the Holy Trinity and as a volunteer at Nellie's, an emergency shelter for women in Toronto.

Margaret's pancreatic cancer was

diagnosed as inoperable in March 1985. To help her die at home, a supporting team of friends was recruited chiefly through Nellie's, Holy Trinity, and a musical group to which she belonged. Organized in round-the-clock shifts, team members — who included nurses, a seamstress, a gardener and professional women — made it possible for Margaret to return home from hospital.

"All masks dropped," said June. It was a demonstration of "the human tribe functioning at its best."

Margaret's physician was Dr. Linda Rapson. Formerly in family practice, her work is now wholly devoted to pain management. Palliative care is aimed at comfort, not cure, Linda stated. It's also important to focus on the needs and wants of the dying person rather than impose one's own ideas.

Linda spoke enthusiastically about the Codetron, a machine which, through mild electric shock, stimulates the body's own natural painkillers, thus reducing or eliminating the need for narcotics.

Elaine Hall of Holy Trinity told of the unexpected influx of volunteers to the newly-formed Trinity Hospice Toronto outreach program following publication of *Twelve Weeks*. Several palliative-care teams have been developed within the Trinity Hospice, working with home care and visiting nurses to provide the same kind of help that Margaret received.

Last speaker at the seminar was Catherine Dunphy, *The Toronto Star* reporter, who almost in spite of herself, joined a team recruited for Carmelita, another patient of Linda Rapson's who had no family.

Catherine kept the audience laughing with a self-deprecating account of herself as an inept ministering angel. Her message was clearly designed to reassure: "If a klutz like me could be part of a team, so could you." Your reward, says Catherine, is that you feel like a worthwhile person.

Home care, which was not involved in Margaret's case, can provide qualified personnel as well as a hospital bed, dressings and special equipment. Carmelita's case demonstrated that paid personnel and volunteers can work harmoniously together on the helping team.

Trinity Hospice Toronto welcomes queries from people seeking advice on setting up a palliative care team. The address is 10 Trinity Square, Toronto M5G 1B1 (tel. 416-599-0736).

Twelve Weeks in Spring, by June Callwood, is published by Lester & Orpen Dennys.

Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch.

CAZON
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dialogue

*A philosophy of
prevention*

Warmth from waste

*Two decades of
service at Prince
Edward Heights*

*Your health and
safety on the job*





dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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COVER

Spring is a time of renewal and new life; as the earth becomes green again, we come to appreciate the fragile environment around us. Southwestern Regional Centre is one place where "green" is more than just a colour — it's a philosophy and a way of doing business that's environmentally responsible. Here we see resident Steven Kwasnycia "kidding around" with baby goats Candy

and Mandy, who are just a couple of the animals in SRC's livestock program. Steve and the kids are in a barn stall that has shredded newspaper as bedding material. It's a safe, clean and environmentally responsible way to use recycled newspaper one more time. Learn more about SRC's "green" practices in the story that begins on page 19. Photo by Joan Eastman.

NEW APPOINTMENTS AT MCSS

Sandra Lang has been appointed Assistant Deputy Minister of the Operations Division.

She takes the place of Michele Noble, who has become Deputy Minister at the Ministry of Revenue.

Sandra was previously Executive Director, Strategic Planning and Intergovernmental Relations, which included the Children's Services Branch.

With the new appointment comes a shift in responsibilities on an interim basis. Jane Marlatt, Assistant Deputy Minister of Family Services and Income Maintenance, takes on responsibility for Children's Services. Ola Berg, who heads the



Sandra Lang

joint Ministry of Health/MCSS project, now has additional responsibility for Strategic Planning and Intergovernmental Relations.

Nicole Lafrenière-Davis has become Director of Children's Services Branch. And in Central



Nicole Lafrenière-Davis

Region, Brian Low is now administrator of Huronia Regional Centre in Orillia.

An up-to-date ministry organization chart appears on pages 14 and 15 of this issue of *Dialogue*.

MIDWESTERN CELEBRATES 25 YEARS

Midwestern Regional Centre in Palmerston celebrated "25 Years of Caring" in January when the facility commemorated its silver anniversary.

A highlight of the anniversary day was a ceremony held to

honour 17 staff who have completed 25 years of continuous service at Midwestern. They were Jim Barbour, John Blue, Brian Boyne, Shirley Dick, Bruce Hanna, Kathleen Hollinger, John Hollingsworth, Agnes Job, Brent McHale, Eila McLaughlin, Ken Melville, Liz Nickel, Ruby Quanz,

Lloyd Rock, Larry Tomlin, Don Wick and Jack Zilliax.

Kathy Newman was the winner of an anniversary logo contest which showed a pair of hands and a rising sun with the letters "MRC" among the rays.

SITES ANNOUNCED FOR BETTER BEGINNINGS, BETTER FUTURES PROJECT

Healthy child development is the aim of the *Better Beginnings, Better Futures* project which is underway in nine Ontario Communities.

The *Better Beginnings* project will provide high-quality programs for more than 4,000 children and their parents. It's all part of an ambitious study to determine how best to prevent problems in children before they occur.

The communities are Cape Croker (Bruce Peninsula), Cornwall, Etobicoke (Metropolitan Toronto),

Guelph, Kingston, South-East Ottawa, Regent Park (Toronto), Sudbury and Walpole Island (Lambton County).

The province has committed an additional \$7 million to the \$20 million already earmarked for the first five years of the 25-year project. The project is jointly funded by MCSS, the Ministry of Education, Ministry of Health and the federal Department of Indian and Northern Affairs.

The communities were chosen by a panel of educators, nurses and social service directors. Researchers from Queen's, Guelph and Wilfrid Laurier universities will jointly form the

research co-ordination unit for the project.

The projects focus on either the pre-natal/preschool age group or the preschool/primary school age group, including children from infancy to age eight. The communities represent ethnic and cultural diversity in public and private housing and are in all four MCSS regions.

(See "Preventing problems before they start" on page 4 for a related story about prevention in MCSS.)

COMMUNITY TEAM RECEIVES NEW AWARD

Oxford Regional Centre's community services team is the first recipient of an annual award from the Dale Centre. The award has been named in honour of Dr. Lennard Shangi, a psychologist based in the London office of ORC's community services team.

The Dale Centre, which is a community-based rehabilitation service for adults with head injuries, offers programs in London and Woodstock. Dr. Shangi works out of the London office of the ORC community services team and provides consultation and assessment services to community agencies and individuals, as well as supervision to other teams members working in the



Bob Clark, ORC

Dale Centre and elsewhere.

The L. Shangi Award was given to the ORC team for outstanding contribution to rehabilitation programs at the Dale Centre and was presented at the annual meeting of the centre.

The award was presented to Dr. Shangi and the team by Dale Centre executive director Luranah Polson and assistant director Deb Delorme. It will become an annual award.

PREVENTING PROBLEMS BEFORE THEY START

Prevention is becoming part of the philosophy of MCSS

Item: The *Better Beginnings, Better Futures* project is launched in nine communities in Ontario. The purpose of the 25-year demonstration project: to improve the lives of children by preventing emotional and behavioural problems before they begin.

Item: The Thunder Bay Area Office, in partnership with the Ministry of Health, funds a counselling team to help survivors of the 1989 Dryden air crash cope with post-traumatic stress syndrome and head off further emotional problems caused by the tragedy.

Item: The Program Technology Branch sponsors a display called Independence Through Good Design at the National Home Show three years running, and establishes a permanent display at the Window on Technology Centre at 5140 Yonge Street in Toronto. The display showcases products, devices and furnishings that make it easier for people who are elderly or who have disabilities to continue living in their own homes longer, thus putting off or eliminating the need for them to be hospitalized or eventually institutionalized.

What's the connection among these

seemingly disparate projects? The key word is "prevention." All are aimed at populations who are at risk of developing problems. They're prevention services designed to help people cope in circumstances where there is a likelihood that problems could develop — problems that would require a lot of time, energy and resources to overcome.

"Prevention" and "early intervention" are terms you're going to become increasingly familiar with if you work for MCSS. They are elements of a ministry philosophy that will take on more and more importance in the 1990s.



Community and Social Services Minister Zanana Akande chats with children at the announcement of the nine sites chosen to participate in the *Better Beginnings, Better Futures* project. *Better Beginnings* is one example of the kind of prevention project that MCSS will become increasingly involved in.

By developing a prevention focus in the social service system, it should be possible to reduce demand for ministry services and resources.

The idea is to prevent social problems before they develop. Many social problems — for example, drug abuse, family violence and child abuse — can be prevented or their effects reduced through earlier intervention. To do that, the ministry will become increasingly involved in studying the causes of social problems and developing alternative, innovative approaches to them.

In making prevention a priority, the ministry will take a different approach to social services than it has in the past. That approach means reorienting our thinking toward providing services for groups, communities and populations who are at particular risk of developing problems that will require increased levels of social service.

To aid in this re-orientation, the ministry has developed a Prevention Policy Framework that presents a continuum of MCSS services — promotion, prevention, early intervention and treatment/support. (*See the box, "A framework for prevention."*)

Sounds good, but how does it translate into MCSS services and programs? That's a question Heather Martin, a policy analyst in Children's Services Branch and leader of the prevention policy project, is often asked. Prevention within MCSS has been the responsibility of Children's Services since 1979, and Heather has been working to establish a ministry-wide prevention focus.

Heather uses the anti-drinking and driving campaign begun in the mid-1980s by the Ministry of the Solicitor General as a good example of a prevention strategy that incorporates promotion, prevention, early intervention and treatment/support services.

"First they put ads on TV and billboards that detailed the dangers of drinking and driving," says Heather.

"Everyone remembers the 'First he killed the bottle' poster campaign; that's an example of a promotion service."

With the ad campaign came the Reduce Impaired Driving Everywhere (RIDE) program with the Ontario Provincial Police doing spot checks of drivers during holiday evenings — a prevention service aimed at the "at risk" population of potential drinking drivers.

For drivers who are intoxicated, the early intervention element comes into play with warnings, licence suspensions and brief periods in jail. And for those who are found to be chronic offenders, the treatment/support services include alcohol recovery programs, revoking of drivers' licences and stiff jail sentences and fines.

"Look at the effects of this effort today," observes Heather. Public thinking has shifted so that drinking and driving is no longer socially acceptable behaviour, and evidence

suggests the campaign has significantly reduced accidents and deaths as well as the need for more intensive services, she notes.

"I think the Prevention Policy Framework creates a great opportunity for MCSS," enthuses Heather. "We need to take a step back and look at those who are already receiving our services to determine what brought them there in the first place." This could mean shifting away from a focus on individuals with identifiable problems; instead, the orientation would be on the interchange between individuals and their communities, she says.

"We cannot continue to look at individuals in isolation from others and the community if we want to effectively serve them," says Heather.

"The Prevention Policy Framework presents the opportunity for MCSS to work with other service providers, ministries and communities to enhance planning and development."



Heather Martin

A FRAMEWORK FOR PREVENTION

The four elements to the Prevention Policy Framework are promotion, prevention, early intervention and treatment/support services.

Promotion services are aimed at the general population to improve people's awareness of social well-being and help them to gain control over their own social well-being. Some examples: education about wife assault, the child abuse prevention campaign, *The Best Years* (well-being among seniors).

Prevention services benefitting groups, communities and populations are designed to enhance the quality of life, strengthen the person's ability to cope and reduce the rate at which new or additional problems develop.

Examples: *Better Beginnings, Better Futures*, child and family resource centres.

Early intervention services are for individuals and groups who are already exhibiting early signs of problems that could become even more serious unless there is intervention. The goal is to eliminate or minimize the negative effects. Examples: Meals on Wheels for shut-ins, family support programs.

Treatment/support services are designed to reduce the effects and consequences of identified problems. Examples: residential treatment programs for children/youth, chronic care facilities for the elderly/disabled.

by Elizabeth Marsh

A CENTURY OF CONCERN FOR CHILDREN

A reporter's crusade to save exploited children was the beginning of Ontario's oldest child welfare agency

Largest and oldest of all the child-serving agencies in the province, the Children's Aid Society of Metropolitan Toronto celebrates its 100th anniversary this year.

Though one branch of its ancestry can be traced back to the Infants' Home, which opened in 1875, the Toronto Children's Aid Society and Fresh Air Fund was established in 1891 with journalist John Joseph Kelso as its president.

Kelso had come from Ireland in 1874. His family had lost everything in a disastrous fire and during their early years in Canada, they knew what it was to be both hungry and cold. This suffering, and the firm Christian principles of his mother, inspired in Kelso a life-long compassion toward the poor and unfortunate, particularly children.

As a young reporter, he was shocked to find children as young as two peddling papers on the street, and young girls prostituting themselves to buy drink for their parents. He became determined to help them escape from their sordid lives.

Kelso began by organizing the Fresh Air Fund which provided excursions for children to the Toronto Islands and lakeside parks. He was also effective in having a law passed prohibiting children under eight years of age from taking part in street occupations.

Kelso developed many plans for improving life for young people —

improvements that were far-sighted and innovative in that era: a temporary shelter for children, separate treatment under law for juvenile offenders, probation officers to befriend children, boys' clubs, playgrounds, adequate and accessible schools, kindergartens. All these began to come together with the establishment of the Toronto Society and Fresh Air Fund on July 18, 1891.

Only a few months after establishing the society and fund, J. J. Kelso moved on to become the Superintendent of Neglected and Dependent Children for the government — one of the first official positions dedicated to the protection of children — and began to organize children's aid societies throughout the province.

The Toronto Society continued to expand and grow, opening a Children's Aid Shelter at 18 Centre Street in 1892. It had a reciprocal arrangement with the Infants' Home, which took care of wards under the age of four.

In 1893 the St. Vincent de Paul Children's Aid Society was established for Catholic children. That same year, an *Act for the Prevention of Cruelty and Better Protection of Children* was passed.

The new Act stressed the protection of children and punishment for anyone who neglected or exploited them. It also gave children's aid societies the authority to remove neglected children from their homes to a place of safety.

In 1901, old records tell us

"finances were a continuing problem, with church bazaars helping to raise money and donations solicited". In 1904, "...more than half the children admitted were apprehended for offences or were on remand from court."

In 1906 the Ontario government offered the Society permanent funding in the form of a grant of two cents per child in care per day, but the proposal was refused. Society administrators felt that accepting the offer would not only encourage interference from government but also discourage private giving. It was not until 1925 that the agency accepted its first small provincial grant. [Today, the Ontario Government (through MCSS) and the Municipality of Metropolitan Toronto provide the Metro CAS almost its entire annual funding for a budget that totals more than \$57 million.]

World War I brought widespread changes as soldiers went overseas and mothers were left to rear children alone. Government became increasingly involved in meeting social needs.

In 1919 the number of health epidemics plaguing both the Infants' Home and the Toronto Society encouraged a move to foster homes, and the epidemics waned when fewer children were housed together.

World events, especially the Great Depression of the '30s, had a powerful effect on child welfare in Ontario. In 1935 the Premier, Mitchell Hepburn, sponsored an "Adopt A Child" week and set an example by adopting a child

**In 1965 the Child
Welfare Act was
amended to
include preventive
services.**

himself at a time when adoption was not as socially accepted as it is today.

Adoption became more and more commonplace during the next decade. Family breakdowns were becoming more common and there were many more cases of child neglect and abuse, though in those days, abuse was often not recognized or acknowledged.

In 1951, the Infants' Home and the Toronto Society were amalgamated and in '53 the name was changed to the Children's Aid Society of Metropolitan Toronto. Mayor Allan Lamport laid the cornerstone for the new building at 33 Charles Street to "house the administration of all departments, clinics, interviewing rooms and waiting rooms."

By 1957, Metro CAS included branch offices in North York, Etobicoke and Scarborough, and at present, two more offices, Toronto East and Toronto West, bring the total up to five.

Over the years, Metro Children's Aid has endeavoured to adapt its services to respond to changing social conditions. Since 1965, when the *Child Welfare Act* was amended to include preventive services, the agency has pioneered and developed a number of innovative directions, including community outreach, enhancing the status of foster parents, encouraging multicultural staff and programs, post adoption services, extensive volunteer involvement and the formation of the CAS Foundation.

The 1989 Metro CAS annual report shows that a staff of 636 persons provided service to more than 9,000 families and more than 15,000 children. And a veritable army of 1,200 volunteers contributed thousands of hours of unpaid assistance.

This was the first of what has become a network of 55 children's aid societies in Ontario, including a handful of native-operated societies dedicated solely to the welfare of native children.

Through the years, Metro CAS has been fortunate in having, almost

without exception, dedicated and caring executive directors, many of whom have been recognized as outstanding leaders in the field of child welfare.

As the current executive director, Bruce Rivers, remarked: "As we prepare for our centennial celebration, I've been looking through old photographs and thinking about the thousands of lives Metro CAS has touched over the century. I take great pride in how honourable our

profession has been, is and will continue to be. We do make a difference."

Elizabeth Marsh is a writer with the MCSS Communications and Marketing Branch. Among many other tasks, she writes Today's Child, a column about children available for adoption through children's aid societies in Ontario. Before joining MCSS, she worked in public relations at the Metro Toronto CAS.



Courtesy of Metro Toronto CAS Archives

by Julia Naczynski

KEEPING CHILDREN SAFE

Streetproofing your child is the best way to prevent child abuse

Awareness,
alertness and
action can
prevent child
abuse.

These days, streetproofing your children involves more than teaching them to look both ways before they cross the street and never to talk to strangers.

Streetproofing means showing your children how to protect themselves from abuse and to trust their instincts if a situation makes them feel uneasy. The three "As" of crime prevention — awareness, alertness and action — apply to preventing child abuse just as much as to preventing property crimes such as theft and burglary.

Streetproofing should begin as soon as your child can walk, according to Bill Cutmore, the crime prevention officer for 11 Division of the Metropolitan Toronto Police. The division encompasses 35,000 households in west Toronto and, during times when awareness of child abuse is heightened — such as during a well-publicized police investigation of a missing child in the community — Cutmore gives as many as two public presentations a day on streetproofing.

If your children walk to school, to friends' homes or places like the

Brian Pickell

library or community centre, go along with them at least once so you'll know their usual route. Also take that opportunity to point out dangers such as high-voltage hydro towers, empty buildings or dangerous shortcuts such as laneways, parks and empty lots. Show your child places of safety — the local fire or police station and busy public places such as stores — and point out the people your child can trust, such as police officers, bus drivers and Block Parents (who can be identified by a sign in a window of the house).

Many children don't know what a stranger is, or the difference between a friend and an acquaintance. Even the youngest children

can be taught to understand that no one has the right to touch them in a way that feels funny or uncomfortable.

A good way of explaining about inappropriate touching is to tell the child that any part of the body that is usually covered by a bathing suit is private and that no one, even another member of the family, has the right to touch those areas.

Cutmore says the majority of abducted children are rarely just snatched off the street: "Most are sweet-talked and trustingly go off with their abductor."

Some of the ruses that have been successfully used on children include:

- "Could you show me how to get to the library/store? I don't know where it is."
- "I have a sick puppy in my car. Can you help me get it to the animal hospital/humane society?"
- "Your mommy has been in an accident and she sent me to take you home/to the hospital."

Children should be taught that adults rarely need help from a child, says Cutmore. Children may not question the person's motives because they've been taught to be polite to adults. "The timid, obedient child makes the perfect victim."

Prepare your child for these situations by playing "What if" games. "What if...a car starts to follow you on the street? What if...daddy is late

continued on page 19

Your youngster should be taught that adults rarely need help, such as street directions, from children, says a crime prevention officer.

SPECIAL CARE FOR SPECIAL PEOPLE

Prince Edward Heights celebrates 20 years of service this spring

Located at a former army base in Picton, about halfway between Toronto and Ottawa, Prince Edward Heights officially opened its doors as a Schedule I facility for the developmentally handicapped on May 3, 1971.

Peaking to a high of 456 clients in July 1975, the current population of "The Heights" is 284. Many clients have transferred to community living environments over the years; currently, about 30 per cent of PEH's

clients live off-site in facility group homes, in approved homes or Familyhomes, or in facility-operated community residences.

Throughout its 20-year tenure, PEH has been home at one time or another to nearly 1,000 clients, while providing and continuing to provide support services for hundreds of others who live in the community.

From innovative basic sensory stimulation programs for lower-functioning clients, to kinesiology and special care services for those with

disabilities, clients receive daily individual attention and programming.

While individual programming is provided through a general service plan, many benefit from class programming such as Alternatives In Education, which is sponsored through the local board of education. The computer-assisted learning program, with a mandate of numeracy and literacy values, is offered both at the facility and at "night school" for clients with daytime vocational placements.



Many hands make for light work at the Town Mall Car Wash, where the service, which is a vocational placement for clients, is in such demand that you have to book a week in advance.



Craig Services staff Kevin Menardi works with client Kathy on printing.

Recreational activities geared to success play a prominent role in developing self-confidence and social skills, as clients participate individually or in a team.

Regular bowling, swimming or gym classes are held, as well as summer camping, sailing, fishing and picnics. Clients attend many sporting functions, participate in bus trips, go shopping or to the movies, and have opportunities to take part in other leisure activities of their own choosing.

Besides the continuing services provided by the health services, psychology and speech and hearing

departments, a wide array of vocational placements have been developed for a majority of the clients.

While the facility concentrates on providing learning skills through programs at the Village Centre such as task completion training, fine motor co-ordination, developmental music, money and banking, carpentry and others, many clients are involved in the VIP (Vocational In-service Placement) program. VIP clients develop skills in mail pick-up and delivery, laundry services, stores and food delivery.

As the clientele continues to move

into the community, Prince Edward Community Services has kept pace, offering learning experiences through task force placements in year-round property maintenance and seasonal produce harvesting.

Vocational placements are also full in the woodworking department, clients and staff cafeteria, car wash, Bits & Bites Bakery and food preparation for Meals on Wheels programs.

Other clients who live in the community work in placements with local business employers and through the local association for community living.

Although reduced in numbers of clients and staff over the years, Prince Edward Heights continues to be alive and well, with a strong heartbeat of service to offer.

As the transition to community living continues through the Multi-Year Plan, PEH will continue to be an important part of the developmental process.

Meanwhile, we are celebrating 20 years of providing care and concern for our clients and service to the community. It all gets underway the weekend of May 3, 4 and 5, when former clients and staff are invited back for the homecoming celebrations.

The May 3rd events include official



Recreationist Laurel Mitchell keeps Sally afloat at the Community Rec Plex, where lessons include swimming and water safety.



Basic Sensory Stimulation staffer Tracey Anthony works one-to-one with client Debbie to improve motor skills.

welcoming ceremonies for dignitaries (including former administrators), a tree-planting ceremony, anniversary cake and refreshments. In the evening there will be a renewal of old friendships at the local Legion Hall, a photographic Hall of Fame, and film showings of staff and events from

bygone years.

On May 4th there will be bus tours of the grounds and complex as well as of the community group homes (former staff won't believe the changes!). In the evening, there will be a wine and cheese party followed by a buffet-style dinner at the Prince

Edward Curling Club and a dance.

On May 5, there will be a continental breakfast at Centre '84, Craig Complex, so that travellers and other visitors will be ready for the trip home.

Did we mention the souvenir t-shirts and sweatshirts of the 20th anniversary?

PEH will continue celebrating its anniversary throughout 1991 with activities in conjunction with other scheduled events — including the provincial Direct Care Conference June 11 and 12. This will mark the third time that PEH hosts this conference.

For information about the anniversary celebrations, contact chairperson Vern Armstrong at PEH at (613) 476-2104, extension 374.

Vern Armstrong is in charge of special projects and information services at Prince Edward Heights, and is chairperson of the 20th anniversary celebration. He is also the editor of Reaching New Heights, the PEH newsletter.

**PEH will host the
Direct Care
Conference June
11 and 12.**



Tony traces patterns of his own design in the woodworking shop, where he operates power equipment. Although he's 77, Tony says he's not ready to retire yet.

AN EXPERIMENT IN PROMOTING STEP

Reduced caseloads are a creative approach that enhances the promotion of STEP

STEP — the Supports To Employment Program — makes it possible for social assistance recipients to be part of the workforce and at the same time retain more of the money they earn without losing their benefits.

A selected group of income maintenance officers have become part of an on-going experiment studying the effects of a reduced caseload. With a reduced caseload, the IMOs can work more closely with their clients and the community to actively promote STEP.

At the present time most of the ministry's income maintenance officers (IMOs), who counsel Family Benefits recipients, carry a caseload of 300 or more. In the experiment, 55 IMOs from across the province have been given dramatically reduced caseloads of 150 each. Contract workers were hired to take on the overflow cases.

The ultimate goal is to assist their clients in finding employment and to become self-reliant so that they no longer need to depend on the social assistance system.

The IMOs participating in the experiment are experienced workers who volunteered to take part. They represent a careful mix of urban and rural areas in both good and poor employment markets.

The reduced caseloads include both sole-support parents and people with disabilities. Not all the clients in the reduced caseloads are

participating in STEP, which is voluntary.

With more time to work more closely with their clients, it's expected that the reduced-caseload IMO can assist all their clients to a greater degree in achieving personal growth and self-reliance.

"When you're carrying a caseload of up to 400 clients, you're responding primarily to emergencies, and that's the best you can do," explains Cheri Booth, manager of income maintenance for the central services section of Operational Co-ordination. "For STEP to be effective, you have to market it to clients and the community. With a reduced caseload, the workers should have the time to market STEP and work with their clients toward independence."

The reduced-caseload IMOs are enthusiastic about the experiment. Most have initiated creative and innovative ways of promoting STEP to their clients and communities.

Besides explaining the ideas behind STEP to clients and helping them to evaluate their marketable skills, the IMOs can search out programs in the community that are designed to help people get into the workforce, find retraining or continued-education programs suitable for their clients, and develop networks with other employment-oriented professionals for mutual aid.

For example, the London Area Office decided to help their reduced-caseload IMOs brush up on their employment counselling skills. They

arranged for the six London and two Stratford workers involved in the project to take a special course offered through the federal government's Canada Employment and Immigration Canada (CEIC) office. For five consecutive Fridays, the group met to learn new skills such as how to develop a partnership with clients, active listening and how to help clients set realistic goals.

The course was taught at London city hall and included municipal welfare workers who also wanted to learn job counselling skills. Area manager Frank Capitano was especially pleased with the joint effort of the federal, provincial and municipal groups. "The course was a good example of the three levels of government working co-operatively together," he says.

The counselling model the IMOs were taught also covered subjects such as how to help the client assess the barriers that prevent them from reaching their goals and how to develop an action plan.

"The biggest change is that we've been taught the difference between interviewing and counselling," says London IMO Lynn Peck. "Now we have the time to listen; that's important to our clients."

"Listening is important," agrees colleague Gerald Martin, who adds that the current economy is making it easier to "sell" ideas such as job training and schooling to clients.

IMO Sharon Klooster of Stratford says she's now more aware of the

"For STEP to be effective, you have to market it to clients and the community."



These income maintenance officers in the London area are part of a select group of 55 who are participating in the reduced-caseload experiment to promote STEP. Seen are (from left, standing): Suzie Shin, London area manager Frank Capitano, Sandy Seo, Lynn Peck, Gerald Martin, Joanne Price, Joanne Goes; seated, Sharon Klooster, Mary Anne Thompson and Mary Veenman.

many programs that can help her clients, such as the Ontario Student Assistance Program, vocational rehabilitation and subsidized child care.

The London Area Office is also "talking up" STEP to non-clients. They have included a community outreach component to their work, such as displays at adult educational programs, public presentations to groups that assist low-income people, and liaison with local agencies.

The reduced caseload experiment, which began last fall, ends this December and an evaluation will follow.

As in any experiment, there is a "control group" of workers who don't actively participate in the project except to carry on with their regular workload. When the time comes to evaluate the experiment, their results will be compared with that of the reduced-caseload workers.

The evaluation will examine if a reduced caseload has an effect on the number of social assistance recipients who are wage earners, the amount of earnings and program savings.

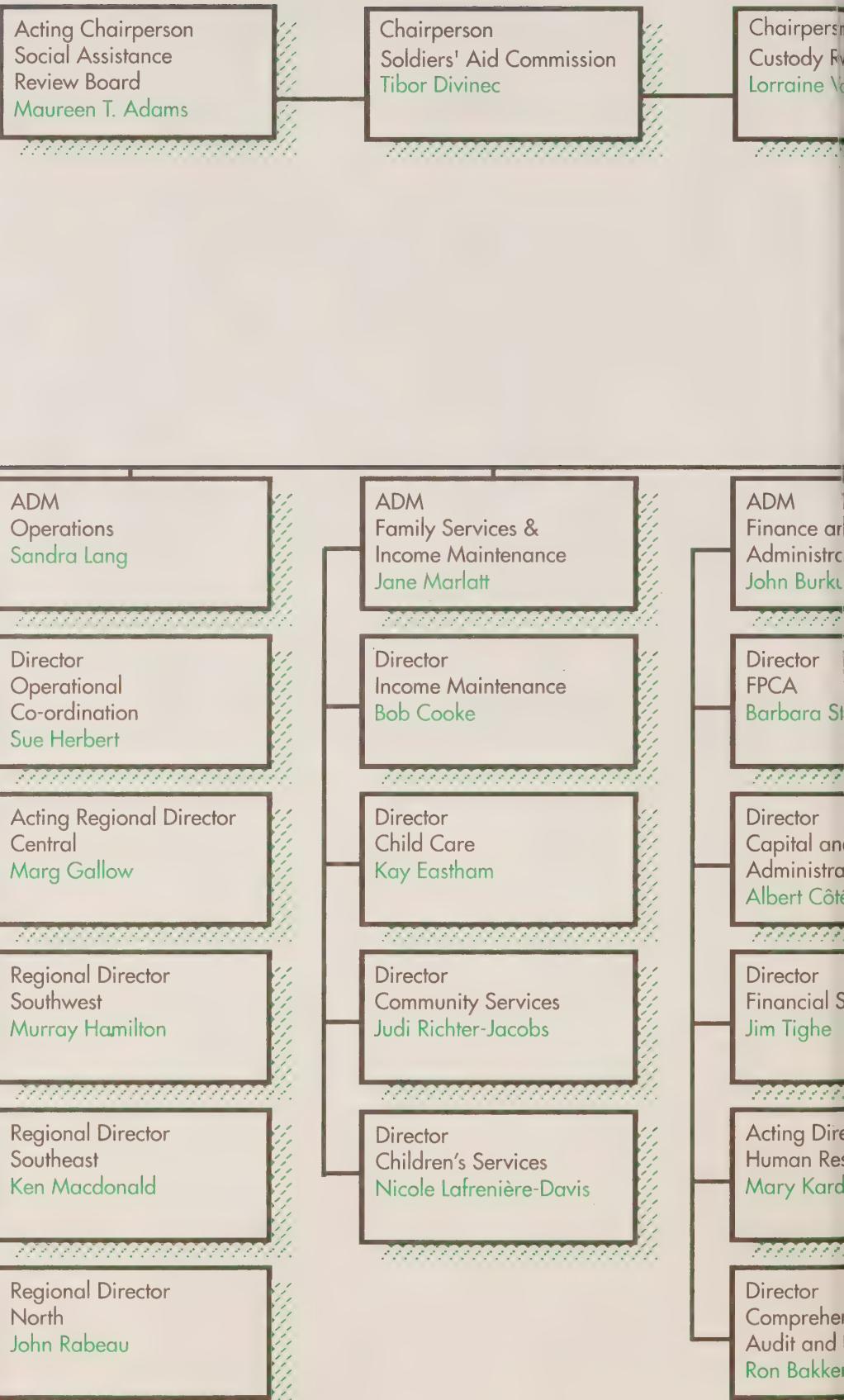
Most clients have reacted in a positive way to the goals of STEP. "Clients say they're surprised they can work full- or part-time and still come

out ahead," says London IMO Joanne Price. "And they see us in a different role, as being able to help them take advantage of opportunities."

Many thanks to Mary Veenman for suggesting this story.

ORGANIZA

AR



ON CHART

91

board

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Christine Macartney

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governmental Relations

Director
Technology Support
Connie McCandless

Director
Program Technology
George Abrahamsohn

- Also reports to D.M., Ministry of Health

New Appointment:
Brian Low, Administrator of
Huronia Regional Centre, Orillia

- Responsible for long-term care field operations

ADOPTION COUNSELLING GETS A PAT ON THE BACK

Most people who use the Adoption Disclosure Register find its counselling services helpful, says a survey

**Adoption
counselling was
rated 'helpful'
and 'very helpful'
by most
respondents.**

Adult adoptees and birth relatives who have received counselling as part of adoption disclosure services have given the counselling high marks.

Under the 1987 adoption disclosure law, counselling is mandatory for adoptees and birth relatives when a match is made through the province's Adoption Disclosure Register and identifying information is to be disclosed. The ministry's Adoption Unit, which oversees the Adoption Disclosure Register, wanted to find out how clients perceived the counselling they received and in 1990 hired two consultants to conduct the research. The consultants were social work professors Anne Westhues of Wilfrid Laurier University and James Gladstone of McMaster University.

The study was based on a census of all birth relatives or adult adoptees who had a match identified through the Register in 1988. These turned out to be 470 adult adoptees and 273 birth relatives, or 743 people, involved in 346 matches.

Of that, 225 adoptees and 143 birth relatives returned usable questionnaires anonymously (another 100 questionnaires were returned as undeliverable). The response rate was a very high 57.6 per cent.

The most common match for the adoptees was with birth sisters (32.9 per cent), followed by birth mothers (30.3 per cent). Among birth relatives, the most common match was with a birth child (72.7 per cent).

Most of the respondents said they placed their names on the Adoption Disclosure Register voluntarily, and of

these, more than half said they were contacted by a counsellor within a month of notification of a match. Of those who were "searched" (those who did not put their names on the Register themselves but were sought for and found through the Register), more than half were contacted first by telephone or by letter and found that method of contact satisfactory.

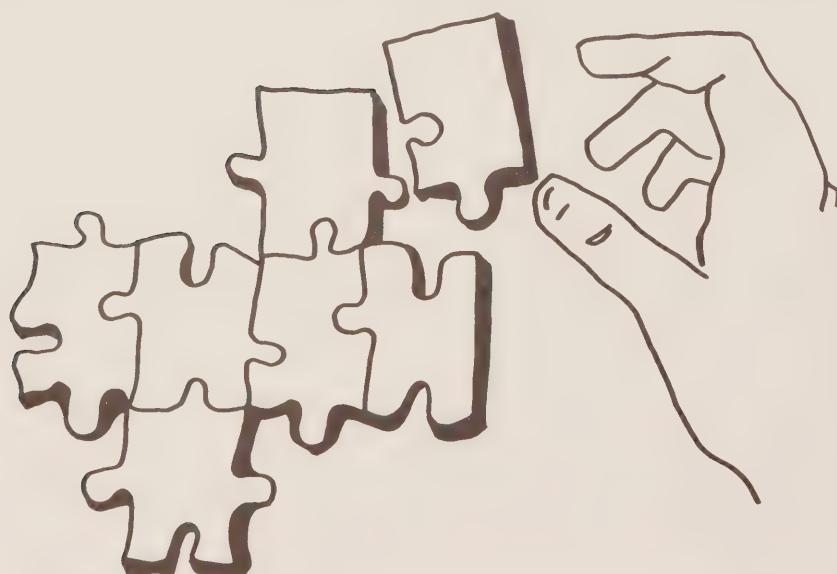
The majority of adoptees and birth relatives received

counselling from a children's aid society or a family and children's services worker (that is, a transfer payment agency) before signing consent to release identifying information. Counselling was received through the Register for 23.6 per cent of the adoptees and 31.5 per cent of the birth relatives; those who were searched were more likely to have been counselled by a Register counsellor.

Counselling is required before consents are signed. Both adoptees and birth relatives reported the counselling provided updated information, discussion of their feelings about the match and the implications of releasing identifying information; the great majority said the information and discussion was "helpful" or "very helpful" to them.

The majority of those who went on to receive counselling prior to a face-to-face reunion also found the discussion of the type of relationship that might result from a reunion and their expectations about the outcome to be "helpful" or "very helpful."

Respondents were asked if they had any contact with counsellors after their last scheduled meeting after the reunion. Findings showed that 69 per cent of the adoptees and 64 per cent of birth relatives had at least one further contact with a counsellor — and at least one-third of those contacts were requested by the respondents themselves. They found post-reunion counselling contact to be "helpful" or "very helpful."



Adoption counsellors have been praised for helping clients put the pieces together during adoption disclosure counselling.

WARMTH FROM WASTE

Southwestern Regional Centre's recycling efforts

The usefulness of old newspaper is being extended at Southwestern Regional Centre — as bedding for animals that

are part of SRC's livestock program.

Ontario is without a market for used newspaper because recycling processing plants are not operating yet. Meanwhile, SRC is taking old newspaper collected under its recycling efforts, shredding and baling it and using it as an alternative to straw for animal bedding.

The livestock program at SRC teaches basic farm animal care to residents with developmental handicaps. The animals include goats, horses, donkeys and cows.

Shredded newspaper is not only

cheap bedding, but substantially more absorbent, cleaner and warmer than straw. Research by several universities concludes that newspaper is a safe and reliable bedding for livestock.

Newsprint is mixed with other recycled paper, such as telephone books, which re-uses even more paper. Newspaper cannot be recycled more than once, so its use in livestock farming has great potential as a way of again using already-recycled newspaper.

Once soiled, the shredded paper is left to decompose in the fields where it has no negative effects.

It's interesting to note that materials don't biodegrade when buried in a landfill site, not even biodegradable products. Burying



Tommy Pentland receives instructions from Bob Moore.

material is like sealing it away, because it isn't exposed to the effects of sunlight, air and rain. Many is the landfill worker who finds perfectly-preserved, readable newspapers from the 1930s in a landfill site!

A livestock farmer who farms near SRC is interested in using shredded newspaper instead of straw for his



Gary Saunders helps Delnor Moore and Robert Foy prepare cans for the baling machine, which crushes cans into compact form for easy transport.



David Lapointe and Steven Kwasnycia share a few moments in the sunshine with Flash the pony. SRC's livestock program takes part in the centre's recycling program: in the background there's a bin of recycled newspaper that served as animal bedding, biodegrading in the light and air.

GETTING INTO GARBAGE

Southwestern Regional Centre sees a future in recycling in the public sector.

Working co-operatively with the Ministry of Government Services (MGS), the SRC will be a recycling depot for nearby MGS buildings during a one-year pilot project in 1991.

Pickups will be made at two Ministry of Transportation buildings, the registry office, the Chatham jail and courthouse, Ministry of Natural Resources office and an Ontario Provincial Police detachment. Smaller offices will be incorporated into the plan, and Ridgetown College of Agricultural Technology will also transport their recyclables to the centre.

"We like to support the centre and their vocational programs for

clients as much as we can," says Lydia Nigh, regional co-ordinator for the waste management program of MGS. She says that recycling firms were also contacted, but SRC is able to provide the service at a more reasonable cost.

At the end of the one-year project, a contract for recycling will go for public tender and SRC will be encouraged to bid. "We hope by then the centre will have developed its operation and be able to expand to meet the needs," Lydia explains.

The Ministry of Environment goal for Ontario is a 25-per-cent diversion of waste from landfill sites by 1992, reaching 50 per cent by the year 2000. The MGS goal for their buildings is 50 per cent by the turn of the millenium.

livestock, but the centre's recycling operation is currently able to supply only its own needs.

Meeting recycling demands is a concern, observes assistant administrator Bill Gregg. "People want to do it, they are requesting to do it, but the resources do not exist to do it" in the vicinity, he says.

Bill notes that staff and neighbours in Dealtown, the hamlet closest to SRC, drop off their recyclables from home at the centre.

Bill deserves the lion's share of credit for establishing the recycling depot. His main concern is escalating landfill costs and managing the facility's budget effectively; recycling has cut SRC's landfill dumping costs in half.

SRC's recycling efforts aren't just a major recycling waste management operation for Kent County. The program also offers training and work opportunities for people with developmental handicaps.

In 1990, more than 100 tons of "garbage" that would have ended up uselessly in an environmentally-unfriendly landfill site was recycled. Steel and aluminum cans, newspaper, cardboard and paper are all recycled.

Under the program, workers from St. Leonard's House, a rehabilitation centre in Chatham, are paid by pickup sites to transport about one ton of recyclable goods per week from Chatham to SRC. The 10 pickups, arranged through the Kent County Purchasing Group of public institutions, include the public library, a home for the aged, city hall, two Kent County Board of Education buildings, the public health unit, the municipal building for county government and a radio station.

The "goods," and another ton of recyclables collected per week at Southwestern, are sorted, cleaned, crushed, shredded, baled and shipped off for sale to salvage companies. The marginal profits are used by SRC to purchase equipment and safety gear, and for incentive pay to client workers who are employed in the program.



Recycling may be Ontario's second-largest industry by the year 2000.

Bill O'Neil, Alicia Burchiel, Leonard Rankin, Ross Hale, Billy Payne and Wesley Kipp are part of the crew that makes regular pickups within SRC.

Profit is not the motive; providing meaningful work is.

"First and foremost, this is a vocational program," says recycling co-ordinator Bob Moore. Joining other responsible citizens in their duty to help save the environment, the 15 workers see themselves as valued because the program is valued.

Some of the workers had previously been "difficult to employ," Bob says. "But rather than look at their deficiencies and try to correct them, we look at their abilities." The innate enjoyment of activities such as tearing off can labels, shredding paper or crushing cans makes the work satisfying.

"This is meaningful, not menial, work that will carry them well into the next century," Bob observes.

Currently, Canadians toss out at least 16 million tons of garbage a year.

It is predicted that recycling may be Ontario's second-largest industry by the year 2000 — a financial windfall in garbage.

Garry Saunders, SRC's other recycling co-ordinator, says, "Recycling is growing in leaps and

bounds. We have to recycle. There is no choice."

Does your workplace have a successful recycling program? We'd like to hear about it. Call or write the Editor of Dialogue, Julia Naczynski, at MCSS Communications and Marketing Branch, 7th floor Hepburn Block,

*Queen's Park M7A 1E9
(tel. 416-965-7252 or fax 324-6722).*

Joan Eastman is an information officer at Southwestern Regional Centre. She is also editor of Centre Stage, SRC's employee newsletter.

STREETPROOFING continued from page 8

picking you up at school?"

Teach your children the "scream, spin and run" combination — scream if approached inappropriately by someone, spin out of his grasp if he tries to restrain you, and run to a place of safety.

Your child should carry identification with family telephone numbers on it, and enough money to make a phone call or to get home. She should never travel or play alone, but should always be with friends.

Make sure your child knows she can confide in you, and to tell

you if an adult has asked her to keep a secret from you.

Many police forces have a child identification kit that is very helpful in the event that a child is missing. It covers such information as the name the child responds to, his full physical description and any identifying marks or features.

When a child is missing, distraught parents often forget, for example, that the child is usually referred to by his middle name, that he wears braces and what his accurate height and weight are.

COMMUNITY OFFICES UP AND RUNNING

The new division already has area offices in place

All 14 of the community support services area offices are up and running in temporary locations throughout the province.

Accommodations staff have broken records to get sites set up for the community support services



Gail Ure (right), community support services manager in London, is working from a temporary location in the London courthouse with support staff Helen Rusher and Lynn Balzer (seated).

managers, who are the heart of the new Community Health and Support Services (CH & SS) Division headed by ADM Michael Ennis. The division is jointly administered by MCSS and the Ministry of Health, and the project is perhaps better-known as the long-term care (LTC) project.

Work on long-term care will be proceeding in earnest once the new government has determined the policy

direction for LTC. In the meantime, the 14 offices and management staff are positioning themselves to implement the new policy directions.

Most of the managers, who report to executive director Dianne Macfarlane, began work in early October. Paul Skowron was seconded in September from his usual job as manager of Accommodation for MCSS to work exclusively on finding area office locations for the CSS managers.

The task has involved province-wide travel for Paul, who first scouted temporary office locations in such far-flung places as Sudbury and Thunder Bay and who's now hard at work setting up permanent locations.

"It was like being a foreign correspondent," says Paul of his 14-city search for sites. "There I'd be, armed with cameras and floor plans, checking out offices."

Most of the offices are now temporarily located in available space in Ontario government buildings. Gail Ure in London, for example, is currently running her office in the courthouse, which is mostly occupied by the Ministry of the Attorney General.

Paul was able to arrange the use of the temporary spaces in about six weeks. Normally it takes at least 40 weeks to make these kinds of arrangements.

Paul says the sites — both temporary and permanent — have to meet certain requirements. Since Community Support Services is aimed at assisting elderly people and those

with disabilities, the offices must be accessible and barrier-free, close to public transportation. They also need to have a board room, interview rooms and storage areas.

When fully staffed, the average office will need to accommodate 12 to 16 people, says Paul. Some staff who will be transferred over to the division are from the Ministry of Health, such as nursing home inspectors, while others such as community development co-ordinators will come from MCSS.

While many of the temporary government-building sites will become the permanent ones — same address, but perhaps a different floor — some are more off-beat. Manager Kate Oper in Windsor, for example, is in an office that used to be an appliance store that will be renovated into suitable office space. Pierre Lalonde in Ottawa is in a picturesque building near the Byward Market area. The search for Maureen Lacroix's permanent office space is proving to be a challenge for Paul: "For some reason, there's very little suitable space available in Sudbury," he says.

You'll find the addresses and telephone numbers for the new offices listed on pages 119 and 120 of the *Government of Ontario Telephone Directory* (Winter 1990-91).

Editor's note: In our next issue we'll introduce the community support services managers and tell you what some of them have been doing on the job.

RECHARGING YOUR BATTERIES

For some employees, self-funded leaves are a way to get away from it all

Editor's Note: This article originally appeared in HR: A Quarterly Journal for OPS Managers, a newsletter produced by the Human Resources Secretariat and Management Board of Cabinet. The newsletter is written and edited by Stuart Foxman. Our thanks to Maryjane Martin, Head of Marketing and Communications Section, HRS, for permission to reprint the article; some information has been added that is specific to MCSS.

With the demands of work seemingly on a permanent upswing, we are all tempted at times to simply jump off the treadmill. Some Ontario Public Service staff can now do just that — and jump back on at a later date — thanks to the new Self-Funded Leave Plan (SFLP).

Under SFLP, which came into effect January 1 this year, employees can defer up to 33.3 per cent of their gross salary to finance a leave of absence of between six months and a year. The deferred portion is taken off the regular bi-weekly paycheques and invested in the employee's name in a Guaranteed Investment Certificate (GIC) account with the Toronto-Dominion Bank.

Upon commencing the leave after one to four years of deferral, the money is paid out to the employee in either monthly installments or a lump sum (interest is paid on December 31 of each year). The employee is thus assured of a stable source of income during the leave period.

"It has all the advantages of a sabbatical, without the high cost to the employer," Joan Dunn, project co-ordinator of the HRS Compensation Policy Branch, says of SFLP.

Eligible employees include full-time or part-time classified staff in the executive, management or excluded groups, deputy ministers or ministers' staffs. This would number about 2,000 people in MCSS.

No restrictions apply on what staff can do while on leave. You can return to school, take a job outside the OPS (subject to Public Service Act conflict-of-interest guidelines), travel around the world and enjoy the break from the daily grind. The only requirement is that you return to the OPS for a period equal to that of the leave. Returning employees will be guaranteed the same or equivalent position they held prior to the leave.

To apply for leave, eligible staff need only submit a Self-Funded Leave Application form to their manager. Approval is contingent on operational needs, and for most staff is granted by the deputy minister.

People who terminate their employment with the OPS after enrolling in SFLP will receive all deferred salary along with the accrued interest. Though they can only withdraw from SFLP in exceptional circumstances (such as disability or extreme financial hardship), they can postpone their desired leave for up to two years.

Under normal circumstances, there is no reason why leave will not be

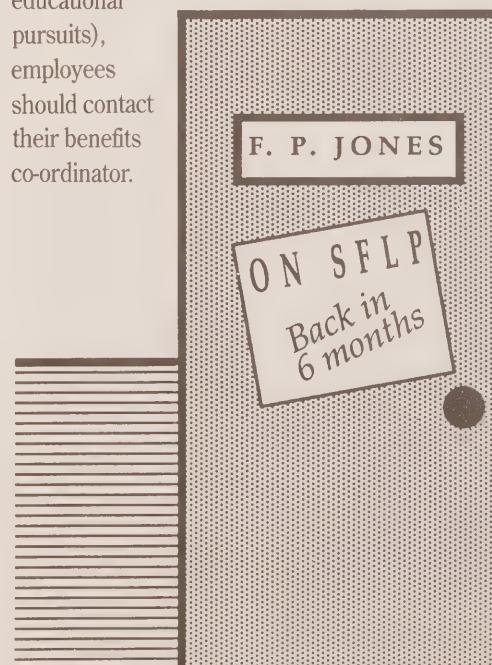
granted, as enough lead time exists to plan for the employee's absence. In fact, managers can take advantage of the time when one of their employees is away to assess the potential of other staff.

"The leave period can be an opportunity for succession planning, or to give people a chance for career development," says Linda Mahaney of the Compensation Policy Branch.

But while SFLP can help managers plan for the future, and give some staff a chance to shine in a colleague's absence, it is ultimately intended to help employees rejuvenate themselves. As Joan Dunn puts it: "People benefit from a chance to recharge their batteries."

For more information on SFLP and other leave opportunities (such as for educational pursuits), employees should contact their benefits co-ordinator.

No restrictions apply on what staff can do while on leave.





brought to you
by the Human
Resources
Branch

If you think "occupational health and safety" applies only to jobs involving hard hats and heavy industry, think again.

"Even office work can be hazardous. The hazards aren't as clear as those on a construction site, but they're there," says Sandra Orr, intake clerk for adolescent services at Thistletown Regional Centre in Rexdale. "It can be obvious, such as a telephone that's been moved, leaving a cable exposed for someone to trip over."

Sandra has become very much aware of health and safety measures since last fall, when she became co-chair of Thistletown's joint health and safety committee. The committee, which like others in Ontario has equal numbers of management and worker representatives, is responsible for looking into health and safety matters in that workplace. Every committee conducts inspections, reports

YOUR HEALTH AND SAFETY ON THE JOB: EVERYONE'S RESPONSIBILITY

Occupational health and safety is assuming a higher profile in MCSS

incidents and makes recommendations to the employer to correct or improve conditions, if warranted.

"I never realized how many potential hazards there were in a job. Not many people do," says Sandra. "People don't think about health and safety until there's an actual problem. The real key is prevention, but people don't give it much thought."

MCSS employees will become more involved in health and safety issues, starting this year, as a result of changes to Ontario's *Occupational Health and Safety Act*. The legislation that governs health and safety matters was updated earlier this year by Bill 208. The bill requires joint health and safety committees (or health and safety representatives) to be established in more workplaces — including, for the first time, retail stores, some construction sites, and offices.

For many MCSS employees working in office environments, it may well be the first time they have ever had the responsibility to "think safety".

People will find their involvement heightened in a number of ways: as an individual concerned with his or her own situation; perhaps as a supervisor or manager concerned with ensuring compliance with the Act; and perhaps as a person appointed to serve on a joint health and safety committee.

The Act is concerned with ensuring all the people in a workplace — employers and employees — act together to reduce workplace injury

and illness, working primarily through means of joint health and safety committees. They're the formal vehicles through which health and safety issues are examined. But first and foremost, the Act emphasizes that it's up to the individual to protect himself.

"It's your responsibility — not someone else's — to make sure your workplace is safe," advises Debbie Gillan, a residential counsellor at Muskoka Centre and also co-chair of her workplace JHSC. "Look around. Are there any potential problems? Report them to your supervisor." (Other tips on safety to look for are given at the end of this article.)

When does the joint health and safety committee become involved? Only if the matter cannot be resolved by the supervisor or manager, who is obliged to comply with the Act.

"Most managers are surprised to learn they can be charged with contraventions of the Act," says Malcolm McDougall, MCSS's health and safety co-ordinator. "They have different responsibilities under the legislation. They can be held accountable for ensuring compliance."

Malcolm works with three advisers in head office and a number of field staff (who report individually to facilities). Malcolm has been updating managers on their responsibilities under the Act, and notes that with the new requirements for more joint health and safety committees, more people will need health and safety training: "It's not just a matter of the



Sandra Orr



Canapress/Terry Hymek

Margaret Buddo and Debbie Gillan

technical training, but of ensuring that people have a good understanding and knowledge of the legislation, addressing their specific needs."

Training needs will depend on your circumstances. There will be job-specific training for individuals, to help them do their jobs safely; training for managers, to ensure understanding of the legislation; and training for joint health and safety representatives, so members understand their duties and how to carry them out.

There are a number of non-profit, industry-specific safety associations in Ontario that already provide training. As well, OPSEU, through the Workers' Occupational Health and Safety Centre, offers training for bargaining-unit employees. And Bill 208 also provided for a new provincial Workplace Health and Safety Agency, which oversees the work of the safety associations and will eventually offer certification to committee members when they meet certain training standards.

The ministry, with OPSEU, may

create a corporate joint health and safety advisory committee to look into ministry-wide issues. "There is a need for consistency and uniformity in the field," says Malcolm. "Previously, because the ministry is decentralized, similar problems were addressed differently. Good procedures developed in one facility need to be communicated to others, and applied across the board."

Communication will be key, not only in providing individuals with training, but also in establishing successful joint health and safety committees. Margaret Buddo, who is Debbie Gillan's co-chair at Muskoka Centre, says it's important that your committee function well. "It takes a lot of work, but people recognize that members are working for the benefit of all employees."

Debbie agrees with the cooperative approach: "The whole philosophy of people working together appeals to me. When I go on an inspection, Margaret goes with me. We work together."

Joint health and safety committees work in co-operation to identify and correct hazards, but ultimately, health and safety comes back to the individual. Says Debbie: "You can't rely on someone else to look after this aspect of your job for you."

"Injuries don't just affect the person involved," Margaret adds. "In a large facility, such as Muskoka, one person's injury affects the person, the staff and the residents. The price you pay goes far beyond money and time lost."



TIPS TO PROTECT YOUR HEALTH AND SAFETY ON THE JOB

1. Look around your workplace for potential hazards. Are cords and cables tucked away?
2. Keep the workplace uncluttered. Store things that aren't used frequently.
3. Clean up spills on the floor immediately.
4. Use the right equipment for the job, and don't rush the job you're trying to do.
5. Ensure lighting is appropriate for the task.
6. Report accidents and injuries, however minor, immediately to your supervisor.

"It's your responsibility - not someone else's - to make sure your workplace is safe."

In Hand is a column of useful information and helpful hints for all ministry employees. We'd be happy to receive any comments, story ideas or questions you may have about work. Please write to: *In Hand*, Human Resources Branch, 2 Bloor Street West, 23rd floor, Toronto.



25
YEARS!

WELCOME TO THE CLUB

The ministry's Quarter Century Club gained 110 new members in 1990. That's 110 employees who have been with MCSS since 1965! Here they are, listed by the month in which they became members of the club:

JANUARY

Mrs. P.M. Chisholm, London Area Office
Mr. G.L. Courvoisier, Huronia Regional Centre, Orillia
Mr. J.E. Glover, Thunder Bay Area Office
Ms Christine Macartney, Queen's Park
R.L. McMullen, Oxford Regional Centre, Woodstock
Mrs. M.J. Robertson, Rideau Regional Centre, Smiths Falls
Miss D. Spearin, Windsor Area Office

FEBRUARY

Mr. D.H. Fawn, Huronia Regional Centre
Miss J.A. Harrison, Oxford Regional Centre
Mr. H. Lavoie, Ottawa Area Office
Mrs. G.C. Leach, Rideau Regional Centre
Mrs. Dionie Renaud, Windsor Area Office
Mr. J.G. Roberts, Southwestern Regional Centre, Cedar Springs

MARCH

Mrs. T.A. Abass, Rideau Regional Centre
Mrs. P. Alexander, Rideau Regional Centre
Mr. F.M. Atkinson, Huronia Regional Centre
Mr. L.E. Bartholomew, Huronia Regional Centre
Mr. P. Blain, Thistletown Regional Centre, Rexdale
Mrs. D.M. Botham, Rideau Regional Centre
Mrs. L. Browne, Southwestern Regional Centre
Mrs. R.E. Davies, North Regional Office
Mrs. D. Ferguson, Rideau Regional Centre
Mrs. M.J. McEachern, Rideau Regional Centre
Mrs. D.L. Witham, Human Resources Head Office
Mrs. G.M. Wolfe, Southwestern Regional Centre

APRIL

Mrs. K. Bagchee, Muskoka Regional Centre, Gravenhurst
Mr. D.C. Baker, Rideau Regional Centre
Mr. A.A. Bethune, Thistletown Regional Centre
Mrs. G.B. Cullen, Rideau Regional Centre
Miss B.A. Nugent, Hamilton Area Office
Mr. H. Oosterwal, CPRI, London
Mrs. N.P. Walsh, Rideau Regional Centre

MAY

Mrs. A. Dubler, Oxford Regional Centre
Mrs. L.S. Goldschmidt, CPRI
Mrs. F.I. Kight, Ottawa Area Office
Mr. T.E. McGregor, CPRI

JUNE

Mrs. C.V. Allison, Southwestern Regional Centre
Mrs. M.A. Campbell, Human Resources Head Office
Mrs. W.M. Campbell, Rideau Regional Centre
Mr. R.J. Lennon, Southwestern Regional Centre
Mr. R.G. Maidment, Rideau Regional Centre
Mr. C.C. McPhee, Rideau Regional Centre
Mrs. H. Myers, Toronto Area Office
Mrs. J.P. Nevin, Southwestern Regional Centre
Mr. J.A. Reid, Adult Occupational Centre, Edgar

JULY

Mrs. R.M. Bishop, Southwestern Regional Centre
Mrs. P.M. Boyd, Thistletown Regional Centre
Miss S. Forsythe, Human Resources Head Office
Mrs. R. Macleod, Oxford Regional Centre
Mr. G.E. Norris, Rideau Regional Centre
Mr. A.W. O'Brien, Rideau Regional Centre
Mr. L. Seguin, Ottawa Area Office
Mr. D.J. Watson, Human Resources Head Office

AUGUST

Mrs. B.J. Bedard, D'Arcy Place, Cobourg
Mr. W.A. Bowers, Midwestern Regional Centre, Palmerston



Brian Pickell



Deputy Minister Valerie Gibbons presents Doug Watson, an information production specialist in the Technology Support Branch, with a plaque commemorating his induction into the Ontario Public Service Quarter Century Club. Doug is one of 110 MCSS employees who qualified for membership in the club in 1990 after 25 years of service.

Mrs. M.B. Bush, Rideau Regional Centre
Mrs. M.L. David, Rideau Regional Centre
Mr. H.B. Downey, Rideau Regional Centre
Mrs. S.A. Hamilton, Rideau Regional Centre
Mr. K.B. Heise, Midwestern Regional Centre
Mr. D.T. Latimer, Rideau Regional Centre
Mrs. H. Nicholson, Rideau Regional Centre
Mr. J.A. Young, Southwestern Regional Centre

SEPTEMBER

Mrs. E.M. Bell, Mississauga Area Office
Mrs. G.J. Bennett, Rideau Regional Centre
Mr. W.R. Cotts, Hamilton Area Office
Mrs. V.L. Crosbie, Huronia Regional Centre
Mrs. J.W. Devlin, Huronia Regional Centre
Mrs. J.S. Earl, Rideau Regional Centre
Mr. H.D. Hammond, Huronia Regional Centre
Mrs. P.R. Haverfield, Midwestern Regional Centre
Mrs. K.R. Martin, Huronia Regional Centre
Mrs. H. Mastalerz, Thistletown Regional Centre
Mrs. B.L. Nicholas, D'Arcy Place
Mr. T.G. O'Keefe, Rideau Regional Centre
Miss E. Pellow, Rideau Regional Centre
Mrs. M. Robertson, Hamilton Area Office
Mr. J.H. Traynor, Rideau Regional Centre

OCTOBER

Mr. M.D. Allan, Rideau Regional Centre
Mr. B.E. Arcand, Ottawa Area Office
Mr. G. Bocskey, Oxford Regional Centre
Mr. B.H. Bonell, North Bay Area Office
Mrs. L.V. Carter, Oxford Regional Centre

Mr. J.D. Crowe, Toronto Area Office
Mr. D.R. Fillmore, Toronto Area Office
Mr. David Millard, Human Resources Head Office
Mrs. K.M. Roi, Oxford Regional Centre
Mr. T.H. Willmott, Southwestern Regional Centre
Mrs. C.C. Wilson, Huronia Regional Centre

NOVEMBER

Miss B.J. Beiers, Muskoka Regional Centre
Mr. W.C. Campbell, Hamilton Area Office
Mr. R.J. Code, Rideau Regional Centre
Dr. R.C. Corrin, CPRI
Mrs. L.E. Devitt, Rideau Regional Centre
Ms. P.L. Douglass, Muskoka Regional Centre
Mr. J.M. Ennis, Toronto Area Office
Mrs. C.J. Jordan, Rideau Regional Centre
Mr. S. Kochanczyk, Rideau Regional Centre
Mrs. B.K. Long, Waterloo Area Office
Mr. J.E. McConnell, Rideau Regional Centre
Mrs. J.R. Ough, D'Arcy Place
Mrs. K.R. Spinks, Rideau Regional Centre
Mr. H. Taillon, Ottawa Area Office
Mrs. A.T. Warren, Human Resources Head Office

DECEMBER

Mrs. R.E. Beatty, Rideau Regional Centre
Mr. P. Capone, Central Regional Office
Mr. J.P. De Melo, Oxford Regional Centre
Mr. K.C. Green, Northwestern Regional Centre,
Thunder Bay
Mrs. M.L. Merton, Muskoka Regional Centre
Mrs. D.L. Shulga, Prince Edward Heights, Picton

SARNIA WORKER SAVES A LIFE THE DAY AFTER CPR TRAINING

Hopefully, we'll never get to use this again," Gaston

Gauthier thought to himself as he reluctantly breathed into the plastic mouth of "Annie," a CPR demonstration mannequin.

Unpleasant as it was to practise on a doll, real-life situations are often more so, CPR instructor Dick Smith reminded Gaston and his colleagues during the mandatory CPR training day for Sarnia Community Services staff at Southwestern Regional Centre. In accidents, the CPR-trained rescuer might encounter blood or choking caused by food, he told the group.

That training session was on a Wednesday in January. The next night, Gaston — a social worker who co-ordinates placements, Special Services At Home and Handicapped Children's Benefits — was returning from Walpole Island along Highway 40. His mind was full of work and certainly not on CPR techniques when he saw a Union Gas truck careen to the shoulder of the road and settle into a ditch.

Gaston pulled over and, checking the truck, found a heavy-set man slumped in the driver's seat, pale, bloody-faced from a gash on the nose and not breathing.

Without hesitation, Gaston dragged the man to the ground,



Gaston Gauthier

opened his mouth, swept out the remains of a sandwich and applied his newly-acquired CPR skills to restoring consciousness. Before long the man coughed and began to breathe normally.

"I don't remember if I ever took his pulse. I think I did CPR for about one minute," Gaston recalls now. "I don't know if he choked on a sandwich or had a heart attack."

The man was disoriented and didn't know where he had come from or where he was going. A female motorist who stopped to help offered a blanket and a man in a Ministry of Transportation vehicle

radioed for an ambulance.

The ambulance arrived shortly and the police took a report from Gaston, but he never heard from the Union Gas man again.

Gaston says he doesn't care that the stranger never thanked him — he's just relieved that he did the right thing and was able to apply his new knowledge of CPR.

"I think everyone should have it," says Gaston of the CPR training. "I don't know what I would have done."

*Joan Eastman
Information Officer
Southwestern Regional Centre
Cedar Springs*



Rosemary Collin

WELL DONE, ROSEMARY

December was a month to remember for Rosemary Collin, until recently a rehabilitation counsellor at Northwestern Regional Centre in Thunder Bay. She retired from MCSS after 16 years as a counsellor, and also received a Community Action Award from the Office for Disabled Persons.

Rosemary was one of 12 Ontarians to receive the award for their role in helping people with disabilities develop their potential.

Rosemary was cited for her volunteer work for the Canadian Red Cross Society and other groups to improve the quality of life for people with disabilities in the community.

30TH ANNIVERSARY REUNION

Southwestern Regional Centre in Cedar Springs is celebrating its 30th anniversary in June.

Organizers are busily looking for former residents, staff, former volunteers and

friends to join in the celebration.

They'll gladly put you on the invitation list if you write or call. Contact SRC at RR #1, Blenheim, N0P 1A0, or telephone (519) 676-5431, ext. 2203.



The cheerful guy in the middle is Bill Townsley, who's surrounded by his Distribution Centre staff at their new headquarters on Brown's Line in Etobicoke. The reason he and the guys are so happy lately is because the new Distribution Centre is a vast improvement over their former quarters at 909 Bay Street, which has been torn down. Whatever your distribution and stationery needs are, the Distribution Centre staff are there to help. They are, from left, Glenn McGowan, Patrick Renouf, Bill Townsley, Keith Stiner and John Silmer. Reach them at 95 Brown's Line, Etobicoke, M8W 3S2, or telephone (416) 503-1256. Fax a message to 503-1259.

the last laugh



Have you ever noticed how little thought we give to things we couldn't live without before we got them?

• • • •

If you can't think of a good reason to get out of a rut, just remember this: the difference between a rut and a grave is only a couple of feet.

• • • •

There's no going back — fortunately.

In your quest for success, just remember this: a Brink's truck never follows a hearse to the cemetery.

If you want your dreams to come true, you have to stay wide awake.

• • • •

Heard a good one lately? If you've got a joke or a witty quotation that you think other readers would enjoy, drop us a line. Please send your funniest stuff to: The Editor, Dialogue, 7th Floor Hepburn Block, Queen's Park M7A 1E9.

COMING UP

April 18 - 19

Empowerment: Are we there yet? A 10th-anniversary conference sponsored by the Resource, Educational and Advocacy Centre for the Handicapped (REACH) about empowering people with disabilities to take control of their lives. Location: Westin Hotel, Ottawa. For information, contact Elizabeth Simpson, REACH, 309 Cooper St., Suite 220, Ottawa K2P 0G5, tel. (613) 236-9436; Fax 236-6605; TDD/voice, 236-9478; or toll-free 1-800-465-8898 in Ontario and Quebec.

GLASNOST AT ARRELL

Arrell Youth Centre in Hamilton played host to three distinguished visitors from overseas when members of a Soviet delegation came for a tour of the young offender facility in January.

The visitors were from Penza, a Soviet city which has been twinned with Hamilton as part of a federal project sponsored by Fitness Canada and the Ministry for Fitness and Amateur Sport. The twinning is part of Fit Trek, a program similar to Participation but on an international scale, designed to promote fitness as a way of life. Hamilton is one of seven Canadian cities participating in Fit Trek, which this year took place the week of February 11 to 16.

The Soviet delegation of three visited Arrell as part of a whirlwind six-day tour of the Golden Horseshoe and

Hamilton's cultural and sports facilities. Hamilton's commissioner of culture and recreation, Bob Sugden, visited Penza last year as part of the exchange; he serves on a sports advisory committee with Orville Cotts, house supervisor at Arrell, and arranged for the newly-opened facility to be put on the itinerary. Orv and Barb Biros, Arrell's program co-ordinator, worked on the preparations for the visitors.

The visitors had lunch in Arrell's dining room and afterward, through an interpreter, answered questions from the young people in residence at the young offender facility. The young people learned that in the Soviet Union, correctional facilities dedicated solely to young offenders are unknown, as are community-based facilities. In everyday life, Western music and rock stars such as Michael

Jackson are popular with young people, and families spend their leisure time much as we do, attending movies and playing video games.

Sergei Kotov, who holds the post of Member of the Legislative Assembly of the People's Deputy of the Supreme Soviet of Byelorussia (the equivalent to

Member of the Legislative Assembly) presented the young people with City of Penza lapel pins. He invited the young people to be matched with a Penza pen pal through Fit Trek.

The other two members of the delegation were the mayor of Penza, Nikolai Antipov, and the president of Penza's sports committee, Alexander Buryakov. Their tour included visits to local facilities for skating, skiing and hockey, tours of museums and stadiums, a concert and a visit to Niagara Falls.



Soviet visitors Nikolai Antipov, Alexander Buryakov and Sergei Kotov try out a table game in the recreation room at Arrell Youth Centre.



Ministry of
Community and
Social Services

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Volume 14, Number 3, Summer 1991

Government
Publications

dialogue

COPING WITH THE RECESSION

Counselling for the unemployed in Elliot Lake

Cambridge teens learn about the high cost of living

How the employment programs project may shape the way you work

Child tough times
hard March how to cope
Report pain in tough times
bleak r; Some silver linings in
recession clouds ession
just time

COPING WITH THE RECESSION

RECESSION SURVIVAL KIT

A weekly guide on how to cope in tough times

More recession numbers

**STRETCHING
FIXED INCOMES**





Ministry of
Community and
Social Services

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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COVER

Observant *Dialogue* readers know that each issue of the magazine features a theme subject, with several of the feature stories related to the theme. This issue's theme is the recession.

In this issue, you'll read a story about MCSS-funded emotional counselling for unemployed workers and their families in Elliot Lake, a town that has been particularly hard-hit by the recession (page 4). You'll also see a story about a credit counsellor who talks frankly to teenagers about money and how quickly it's spent on the

necessities of life (page 7).

Read how the ministry is revamping its employment programs for harder-to-employ people, using the project management method (page 10). And, looking ahead to the future, the IN HAND story (sponsored by the Human Resources Branch) suggests that it's never too early to start thinking about your retirement — financially or emotionally (page 18).

Hope your summer is a pleasant one
— Julia Naczynski, *Editor*

NEW PHONES FOR OLD

Loney Forde, switchboard receptionist for the MCSS Communications and Marketing Branch, used to answer the equivalent of 50 telephones (above) with the old telephone system that many Queen's Park-ers were burdened with. But now that the Queen's Park Telephone System (QPTS) is in place, Loney thinks the new direct-dialing system (below) is A-OK. You can get the new telephone numbers of your Queen's Park contacts by calling their old numbers; the Queen's Park switchboard will give you an automated reply with the new general office number for the unit you're calling. In most cases, when you call the switchboard receptionist in the unit, he or she will give you the new direct-dial number for the person you're calling, so "please...make a note of it!" New numbers will appear in the next Government of Ontario Telephone Directory.

Brian Rickell photos



Employment Equity Update Survey

If you were hired by the ministry between January 1, 1990 and March 31, 1991, the Employment Equity Program hopes to hear from you.

Almost 80 per cent of the ministry staff have completed the voluntary workplace profile survey since the database was established in June 1989. However, since January 1990, the rate of response for newly-hired staff is about 35 per cent.

That's why the survey form was sent to all area offices and branches in mid-June. It's hoped that people who have not yet filled out the form will do so now, in order to bring the workforce profile in the ministry up to date.

The workforce profile helps to provide information on how well the ministry reflects the Ontario population, and indicates how the public service is progressing toward representation of the five designated groups (aboriginal peoples, racial minorities, francophones, persons with disabilities and women).

The information is kept confidential and no person is identified by name or designated group status.

You don't need to complete a new survey form if you were promoted or transferred into the ministry in the January '90 - March '91 period. But if you didn't complete the original survey, you can do so now.

All classified and unclassified staff who wish to complete the survey should contact their local Human Resources office.

Anti-Recession Package in Our Facilities

Some ministry staff will see the Ontario government's anti-recession package in action right outside their windows.

Part of the \$700-million project is going toward construction and renovation projects at community buildings that accommodate programs funded or directly operated by the ministry. Projects include homes for the aged, child care centres and facilities for people with developmental disabilities and young offenders.

For example, Syl Apps Campus of Thistletown Regional Centre in Oakville will undergo a \$1.7-million major renovation under the project. Rideau Regional Centre in Smiths Falls will receive \$600,000 in renovations, and the Observation and Detention Centre in Sault Ste. Marie

will receive the same amount of funding for renovations and security improvements.

A total of \$50.7 million will be spent on 38 construction and renovation projects for programs under MCSS, creating about 62,970 individual weeks of work.

Another \$23.9 million will be spent to create about 1,020 employment and on-the-job training opportunities for people receiving social assistance. Of that, \$12 million will create employment positions for job-ready recipients within social service agencies under the Social Services Employment Program (SSEP), while \$11.9 million will help develop a variety of on-the-job training opportunities in child care centres across the province.

Social Assistance Reform and Back on Track

A\$215-million package for social assistance reforms was part of the provincial budget announced in early spring.

The initiatives, which were announced by Minister of Community and Social Services Zanana Akande as part of the government's response to the *Back on Track* report recommendations, include:

- * \$48.8 million in back-to-work initiatives. These cover full recognition of child care costs in calculating net earnings, a increase from 20 to 25 per cent in earnings that social assistance recipients can retain, and plans to establish opportunity planning pilot projects in a number of communities that will help social assistance recipients achieve increased independence.

- * \$166 million that will provide benefits for those in greatest need, increase fairness and assist municipalities with their welfare costs.

Read All About it in the News

For the latest on what's happening in the ministry, watch for the MCSS News.

The *News* is a bulletin of timely information about ministry initiatives and program funding; the first issue appeared in April. It's published 10 times a year (monthly except for combined issues in January-February and July-August). Besides printed copies, it's also available to ministry staff through DEC E-mail; see your systems operator if it doesn't appear on your DEC system.

Published by the Communications and Marketing Branch, it's also distributed to Ontario social service agencies, associations, other governments, community centres, libraries, Members of Provincial Parliament and the news media.

Watch for the printed copy, with the distinctive purple "NEWS" masthead, on the bulletin board in your office.

THE EMOTIONAL ASPECTS OF UNEMPLOYMENT

In a town hard-hit by the recession, unemployed workers are seeking help for the emotional aspects of job loss

They won't move. Times may be tough for the residents of Elliot Lake but most people are determined to stay and stick it out. "Some men have gone to other parts of the province looking for work," says Judy Tucci, program supervisor with MCSS, "but their families have stayed behind and are making the best of things."

In 1988 there were 5,000 people, mostly men working as miners, employed by the two mining companies in this town of 20,000 residents. That number doesn't include all the office personnel or affiliate employees of the mining companies, which were the major employers in town.

Families enjoyed the benefits that the Rio Algoma and Denison mines provided — primarily financial. Money, it seemed, was everywhere. "Families had two cars, all kinds of recreational toys and money to spend on their children's school trips or sports," says Linda Angus, family violence program co-ordinator with the Elliot Lake Family Life Centre.

Suddenly, in 1989, the two mining companies lost valuable contracts with Ontario Hydro and started laying off workers.

By August 1990, there were fewer than 500 employees left working the mines. Families who had enjoyed incomes of up to \$80,000 annually from wages and bonuses had their incomes

reduced to unemployment insurance benefits. This caused a great deal of stress.

"Today there is no money for new skis or trips, nor do the homes have any value left," says Judy. "You can purchase a three-bedroom detached home for less than \$40,000 in Elliot Lake."

Another contract was cancelled during the spring — and things are not improving.

"The mall is full of men wandering around all day," observes Linda Angus. The remaining Denison Mines employees went through a six-week shut-down in March and April, returning to work May 1.

The Elliot Lake Family Life Centre saw the problem — and took steps to help. The centre staff knew that, without counselling, financial crises can lead to family violence and health-related problems like drug or alcohol abuse. They received a \$104,000 grant through joint funding from MCSS and the Ministry of Health.

The grant, to help the people of Elliot Lake overcome the stress of the thousands of lost jobs, is being used to provide counselling for the men and women of this northern Ontario community.

The centre runs a counselling service for families which covers family violence, credit counselling, addiction counselling and adult protective services. Counselling is individually determined and is provided at home if

the client is housebound. Referrals can be from physicians, friends or self-referrals, says office manager Dianne Simon. "Last year self-referrals increased to over 120 calls."

The future of the remaining Denison and Rio Algoma mines left open is bleak. There is talk of the Denison mine closing permanently. With Rio Algoma leaving only one mine open, the tension in families is increasing. "Not only are their unemployment insurance benefits running out," says Linda, "if the mines close down permanently they may never get back to work and save their homes. That means welfare or Family Benefits for some."

Under normal circumstances, "people usually wait until things get really bad before they get help," observes Linda. "But now, they are coming in before anything happens. Some are coming in by themselves or they come in with friends who are already coming to the centre for help." Everyone is helped as quickly as possible, she says.

Even though there is an increase in crisis calls, "we make sure people don't have to wait any length of time for help," says Diane. "There is always someone available."

Linda, besides handling crisis calls along with all the other staff members, runs a counselling group for men who are abusive. What's remarkable about the group — besides the fact that it

**Without
counselling,
financial crises
can lead to family
violence and
health-related
problems.**

exists at all in a community the size of Elliot Lake — is that the group has increased in size even though the population of Elliot Lake has decreased.

In September 1989 there were 28 men in the group. In September 1990 the group split into two and now there are 34 members and that figure is increasing, says Linda. "Men are receiving a lot of peer support during this difficult time in their lives. They come into the group sessions feeling anger at losing their jobs and get support. And they can be referred to other counselling from here if they need it."

"They know this is a safe place to begin talking about their problems, vent their fear and frustration and go from there," Linda says.

"Some men are totally devastated," says "Bob" (a pseudonym), a member of the men's group at the centre. "Being off work heightens their fear and frustration. In the group, we feel like a family and can call each other any time if things get tough."

Bob, a member of the group before the lay-offs started, is assistant co-ordinator of the afternoon group sessions and has watched the group grow. "We have up to 30 men in one session now," he says. "Some families are leaving but we are growing."

"I was promised a job until retirement," says "Bill" (also a pseudonym), another member of the men's group. "Now I don't know if we'll be able to pay the mortgage off — and we only have three years left to pay!"

Bill worked at Rio Algom from April 1980 until his lay-off in February 1991. His wife, "Susan," was laid off in December 1990 from her job as manager at a local store because business was so poor.

Bill and his family had an income of approximately \$3,000 to \$4,000 per month in November 1990. At the time of writing, Bill, his wife and five children live on an income of less than \$820 per month from Susan's unemployment insurance benefits.



Canapress photo

Miners leave Rio Algom's Quirke Mine, north of Elliot Lake, during a shift change in this photo from 1978. Today, the future of Rio Algom is in doubt, with only one mine left open.

"We aren't the only ones hurting," he says. "Everyone is hurting and the men in the group can see it in your face and say 'let's talk.'"

"The men are going through a grieving process," says Linda. The

emotions are similar to those of terminally-ill patients. "First there is denial, then anger and finally, acceptance," she says.

Many of the men and their families
continued on next page

Only 20 years ago, Elliot Lake — a planned community — had a bustling downtown core, as this street scene from the 1970s shows.



Canapress photo

continued from previous page

are looking at the positive in this situation. Approximately 20 per cent are returning to school to upgrade their education or begin a new career. Others are leaving their families behind and working in other parts of the province.

"I should hear by the end of the month about a construction job," says Bill. "If I get another job, I won't go back to the mines. I don't want to worry about another lay-off again."

Counselling is THE priority with the centre. "The men feel their identity comes from their job," says Linda. "Taking it away causes fear, anger and frustration." Add the financial problems and this results in family crisis. Men and women who had good homes and marriages are facing painful choices and the counselling the centre provides can help the whole family.

Bill and Bob both agree. "People are hurting. The men now have a place to go and someone who will listen to them. We have support and it helps."

Kitty McConnell is a graduating student who was recently on job placement with the MCSS Communications and Marketing Branch.

THE STRESS OF UNEMPLOYMENT: HOW COUNSELLING HELPS FAMILIES

The Elliot Lake Family Life Centre has seen a significant increase in family counselling since the massive lay-offs at the Rio Algom and Denison mines. The stress of suddenly losing a large portion of the family income creates many problems, says Art McCord, co-ordinator of the outpatient family addiction program at the centre.

"Today, more than ever before, the whole family is involved from the beginning," say Art. "It seems men are more willing to be involved in counselling since the lay-off."

A typical family counselling session can begin after the husband has been laid off for five weeks. At that point, the novelty of being at home has worn off and unemployment insurance benefits have not come in yet. Usually the worker has made a few trips out of town looking for a job, but no jobs have come through yet. Friends and neighbours are moving out of town; bills are beginning to pile up, and arguments start between the couple.

Children come to the counselling

sessions with their parents. Often, they're fearful and anxious because they have heard their parents arguing for perhaps the first time, or their best friend has moved out of town, says Art. "Part of my job is to tell the parents that even if the child is only four years old, they must explain, in simple terms, what is going on."

Another part of counselling is "just helping the families sort out their issues," says Art. "Families are talking at each other and no one is listening. I allow everyone to talk with no interruptions and then each person can explain what they hear." Helping the family listen to each other gets them past the fear, anger and frustration, and they learn to share with each other.

"Instead of answering 'Yes, I'm listening,'" says Art, "families should be saying 'I hear this from you.'" Family members need to know they are being heard and that, together, the family can make it through this crisis.

"Show each other you care," counsels Art. "Learn to listen to each other's needs." K.McC.

Story and photos by Julia Naczynski

MONEY MATTERS: REAL-LIFE LESSONS ABOUT THE COST OF LIVING

Cambridge teens learn about living within your means from a credit counsellor

How did YOU learn to manage money? Chances are you did it the expensive way — through trial and error.

Most of us don't learn about managing money until we're out on our own and paying the bills for the first time. Not until then does it dawn on us that having a roof over our heads, food on the table — even taken-for-granted incidentals such as toothpaste and toilet paper — all cost money.

Most parents try to impart moral and ethical values to their children, and give them some grounding in practical domestic matters such as housework. But when it comes to spending money and managing credit wisely, there's not much in the way of instruction, formal or otherwise.

That's why Cambridge credit counsellor Marion Blackmore has been visiting area high schools to give talks about money management to teenagers.

We're not taught to talk about finances, even within the family. "I know husbands and wives who don't know how much money their spouse makes," says Marion, whose counselling services are available through the Counselling Centre of Cambridge. The centre is one of 29 credit counselling agencies in Ontario and receives 60 per cent of its funding from MCSS, with the rest coming from the United Way, sliding-scale fees and donations.

Why talk to teenagers about



Marion Blackmore

budgets, saving money and debt management?

"Because pretty soon you'll be out there, living on your own, and that's going to happen a lot sooner than you think," Marion told a Grade 9 class recently at St. Benedict's Secondary School.

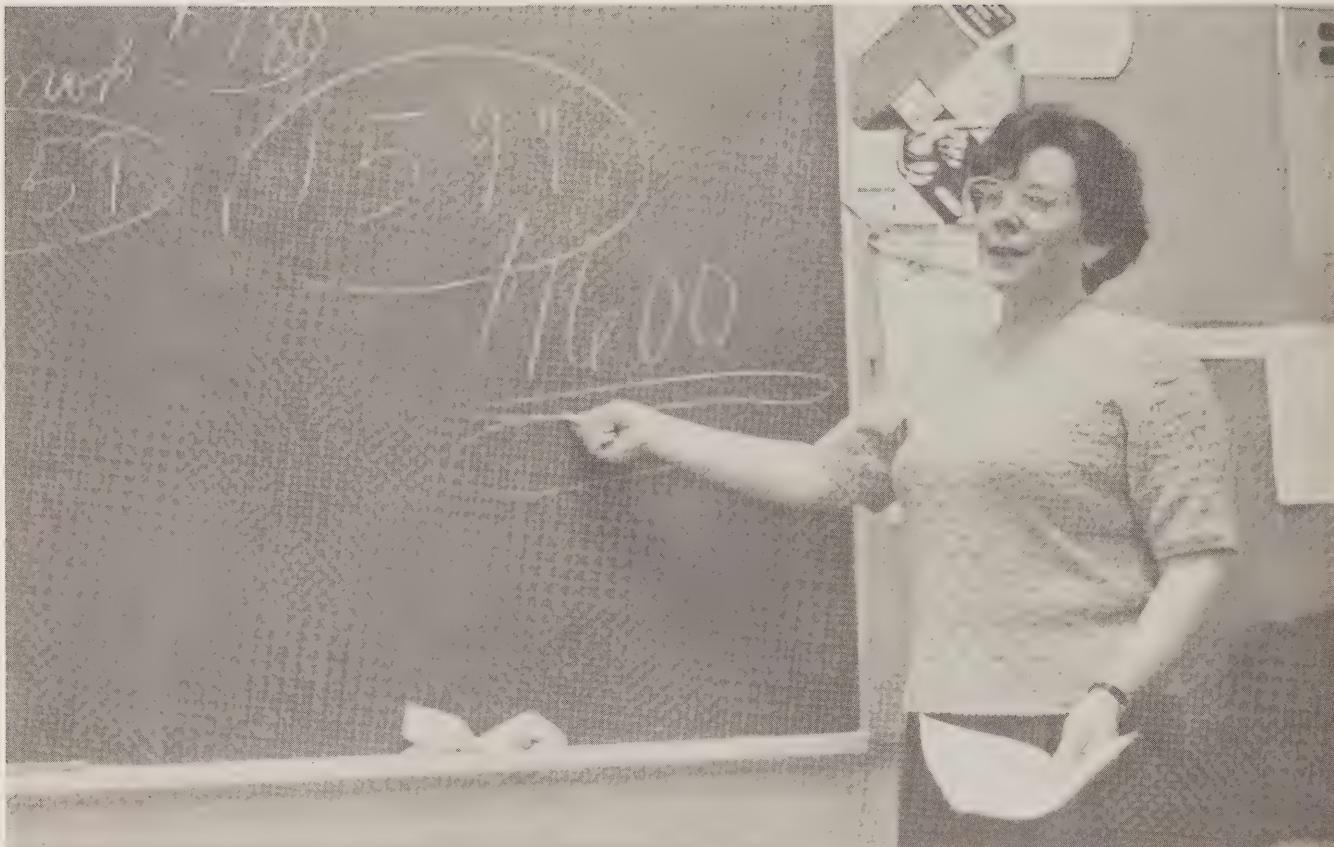
Many teens work part-time in fast-food restaurants or retail stores; often they earn \$100 per week or more, almost all of it disposable income.

Marion believes that anyone who's old enough to earn money is old enough to learn how to plan their spending.

"Debt is not a bad thing if you're in control of it; but when it controls you, you have a problem. If it controls you, then you're going to need to see me," Marion tells the Grade 9 students she's addressing on this particular day. "Debt is lack of planning."

Marion usually begins her talk by

"Debt is not a bad thing if you're in control of it; but when it controls you, you have a problem."



Marion Blackmore demonstrates how quickly the cost of living adds up even for those who earn a comfortable wage.

outlining the personal consequences of owing money.

"As a social worker, I'm concerned with the emotional impact of debt." Often, people who owe money feel harassed, she tells the teens. They'll isolate themselves, won't go out or answer the phone, even toss bills out with the trash without opening the envelopes. Professional bill collectors will dun them by calling them at home and at work; they'll also call relatives and friends in an attempt to embarrass the person into paying up, she says.

The results, besides embarrassment, can include loss of self-worth and confidence, depression, aggression, substance abuse and emotional breakdown. "The debtor begins to believe he's a loser, a deadbeat." Personal relationships break down, there's stress, and time is lost from work.

Creditors can garnishee up to 20 per cent of the debtor's take-home pay and may sue any co-signers who agreed to be responsible for the debt, Marion notes.

You know you're in trouble with your credit cards when you use a card for purchases that used to be made with cash, when you put off paying the bills until you receive the second notice and when you're only paying the minimum amount required, says Marion.

The key to avoiding these troubles is planning. "Most people put 35 or 40 hours a week into earning their pay, and spend less than 20 minutes planning where it will go," says Marion. "Make money work for you — PLAN what you'll do with it."

The next step in Marion's high-school presentation is usually an eye-opener for the teens. Standing by the blackboard with chalk in one hand and a sheet of calculations in the other, she tells the class: "Now I'm going to show you how quickly take-home pay disappears."

Assume you're earning \$15 per hour, Marion tells the class: "That's a pretty typical wage in Cambridge." At 40 hours per week, you're grossing

\$600 per week. Subtract 27 per cent just for taxes; you're left with \$438 net pay, or \$1,752 per month. To make calculations simpler, she rounds it off to \$2,000 per month, which Marion says is the average take-home pay in Cambridge.

Now consider the basic monthly costs of living, she says. The most important is housing. The average rent in Cambridge is \$700, but more and more often it doesn't include heat and electricity, so the actual cost of housing is likely to be higher than the recommended figure of 35 per cent of the monthly budget.

Food should be about 20 per cent of the budget, so that's \$400 to cover groceries and eating out. Transportation is around 10 per cent — \$200 to cover the cost of running a car and taking the bus. Clothing at 8 per cent is \$160; insurance at 2 per cent is \$40 ("That wouldn't cover a car, life insurance AND your house or tenant insurance," Marion points out).

Recreation at 5 per cent comes to
continued on next page

continued from previous page

\$100 per month for movies, videos, hobbies and vacations; grooming at 2 per cent is \$40.

Debts — which Marion defines as the amount you pay toward credit-card purchases as well as payments for a car or other major purchase — should be no more than 18 per cent of the month's take-home pay, or \$360. "That's what a lot of people pay just toward their car, never mind any other debts," Marion tells the teens.

Then comes the clincher: this budget doesn't just cover one person. "This is a typical budget for a family of four to live on," Marion tells the astonished class.

The gross amount of income — \$600 per week, or \$31,200 per year — may sound like a comfortable amount, but until you break it down to typical expenses that have to be paid for with after-tax pay, "you've got a false concept of how much \$15 an hour will buy."

The teens in the class are aghast. "Are you telling me there's only \$40 per month for each person to buy clothes?" squeaks one girl. "You can't buy ANYTHING for that!"

"That's right," replies Marion. "You'd have to save your money for a few months to buy a new pair of name-brand jeans." There are murmurs of disbelief, mainly among the girls.

"Maybe now you can understand why your parents might tell you they can't afford \$90 for a pair of running shoes for you," comments Marion. "The reality may be that your parents can't afford to give you more than \$5 a week in allowance."

Marion notes that the budget she has just outlined doesn't count any deductions other than income tax; in reality there is also unemployment insurance, the Canada Pension Plan, and there may also be union dues, pension contributions and contributions for benefits such as disability or hospitalization plans.

Also, the budget doesn't include an amount for savings, which should be counted as a necessary expense in

order to build up an emergency fund. Marion tells the students about one client who had an annual income of \$73,000 before he lost his job. In spite of his income, he had no savings, and there was a 10-week wait for unemployment benefits. He had to apply for emergency assistance to get through the waiting period.

The Counselling Centre of Cambridge has a debt-counselling caseload of about 220 clients and 70 per cent of them are in debt. Most are trying to cope with a debtload that's anywhere between \$500 and \$1,200 a month. Marion's job is to negotiate with creditors so the debtor can make smaller payments over a longer period of time.

Cambridge has been hard-hit with worker layoffs and plant closings. "I get clients who say, 'There were 60 of us laid off at the same time.'"

Executive and professionals are not immune to the recession, either: "If a plant closes, there are no jobs there for

the executives who ran the plant."

This means Marion's services are much in demand. Up until recently, she was the only credit counsellor in a city of 80,000; nearby Kitchener-Waterloo, with 200,000, has one full-time counsellor and one part-time. The Counselling Centre of Cambridge recently added a part-time counsellor to cope with the demand for services.

Marion squeezes in the classroom presentations where she can. The last one she did was in early April; she'll do no more until the new school year because she is just too booked up with counselling appointments.

Marion leaves the students with this message: "A person's value is not tied into how much money they have or don't have," she tells them.

Similarly, the teens' allowances are not a reflection of how much their parents care about them. "Your folks may be trying to teach you certain values, such as spending your money wisely." □

"Most people put 35 or 40 hours a week into earning their pay, and spend less than 20 minutes planning where it will go."

HOW DO TEENAGERS SPEND THEIR MONEY?

Credit counsellor Marion

Blackmore suggests that teenagers plan a budget the same way working people do — in writing, and with specific amounts set aside for specific uses.

Once appropriate categories of spending have been set up, the teen should calculate whether the expense will take place monthly, weekly or occasionally.

Here are the spending categories Marion thinks are realistic for a typical teenager:

- Entertainment
- Books
- Beverages
- Tapes/CDs
- Eating out
- School supplies/trips/projects
- Recreation/sports
- Travel/transportation

- Tobacco
- Clothes
- Grooming (haircuts, cosmetics)
- Board/rent (10% take-home pay if living at home)
- Gifts
- Insurance
- Donations
- Miscellaneous
- Savings

Some might object to tobacco being included as a spending category for teenagers, but the reality is that some teens smoke, mostly on a casual basis. (Teenaged girls make up the only category of smokers that continues to grow in numbers.)

Marion Blackmore notes that if the cost of smoking is included in the teenager's budget, the teenaged smoker may see how much the habit really costs and find the incentive to quit.

Story by Julia Naczynski

A NEW APPROACH TO PROJECTS

The employment programs project is serving as a model for the project management approach

"People in some branches may eventually do 90 per cent of their work in a project management environment."

Aproject is under way to revamp Ontario's employment programs for people who receive social assistance and

people with disabilities. But it's not just another project.

The employment programs project is being watched closely because it's a ministry test case in the "project management" approach to doing business. It's one of the first in the ministry to make extensive use of the Management Framework as well as the Project Management Guidelines.

Project management is of special interest to all ministry employees because it's a model of how staff can contribute their talents in non-traditional ways to the work of the ministry. This can be done either on secondment or just long enough to

contribute your unique experience, talents or insight in an area of special interest to you. (See the box, "Registering your interest.")

Predicts Ron Murray, who authored the Framework and the Project Management Guidelines: "People in some branches may eventually do 90 per cent of their work in a project management environment."

Ron says the employment program project is being included in the Project Management Handbook as a "real-life example of how project management works."

The employment programs project is headed up by Marilyn Stephenson, who is on assignment from her duties as manager of the Waterloo Area Office. The core team members are Kaye Rempel, Barbara Pierce, Rand Houghton and Nancy Anderson, who

have been seconded to work full-time on the project. Shelley Adams is the project assistant and is headquartered at the Waterloo Area Office.

Kaye was a program supervisor in Waterloo, as was Rand (Aurora); both have worked in vocational rehabilitation. Barbara worked on Better Beginnings, Better Futures and in the planning office in London Regional Office, doing income maintenance and family support.

"For people interested in trying opportunities beyond just staying on top of their regular work, this is great," says Rand. "The opportunity to work with people of this calibre is unique."

With the project, the ministry's employment programs are targeted for a \$54-million expansion in the short term. Existing provincial employment projects such as the Employment

Opportunity Program, as well as the federal/provincial Employability Agreement Programs (EOP/EAP) are being consolidated and simplified. In the long term, all of the ministry's employment services to social assistance recipients and people with disabilities are to be merged. These services include pre-employment preparation, work experience, job creation and employment supports. (See "EOP and EAP at a glance" on page 7 in the Winter 1989 issue of *Dialogue* for a description of the 12 EOP and EAP programs.)

Members of the employment program project team: back row from left to right, Rand Houghton, Mike Jarvis, Ron Murray and Mike Gurski; front, from left to right, Barbara Pierce, Marilyn Stephenson, Nancy Anderson, Pauline Luening, Shelley Adams, Doreen Seddon and Kaye Rempel.

Brian Pickell photo



REGISTERING YOUR INTEREST: CHANGE AND CHALLENGE

If you're interested in becoming part of a project team and trying out the project management approach, you may be eligible to put your name on the Project Management Register.

The Register was created in early 1990 to provide team members to support inter-divisional ministry projects.

It's a central listing of management and excluded staff who

are willing to become part of a project management team. Besides showing who's willing and available to work on a team, the Register lists each person's special skills, talents and experience so the person can be matched to the project that will make the best use of his or her abilities.

The Register helps to save time and effort by team leaders who are searching for prospective team members.

More than 20 team leaders have used the Register since it was created, and there are more than 300 names on the Register.

If you'd like to be on the Register and you're in the management or excluded category, call Carol Latimer, executive assistant to Executive Committee, at (416) 325-5389 for details.

The client groups include sole-support parents (mostly women), persons with disabilities, youth (mostly 16 to 24 years old) and the employment-disadvantaged. Most are coping with barriers to employment such as a low level of education, obsolete work skills, poor life skills and functional loss due to disability.

The goal of the ministry's employment programs is to improve the client groups' employability and help them toward self-sufficiency and independence.

Additional project team members include Pauline Luening, Mike Jarvis, Betty Sanders, Mike Gurski, Doreen Seddon and Ron Murray, who is monitoring this test case project.

ADM Jane Marlatt and Murray Hamilton, the executive lead in Operations for employment programs, are the project sponsors.

Explains Marilyn: "In project management, people come and participate, based on their interests and experience, then leave." Explains the Terms of Reference: "Team members will be recruited on the basis of the expertise and perspective required...not on the basis of organizational representation." In other words, it's what you know, not the branch you're from, that counts.

"Every project is different," cautions Ron Murray. "You need to tailor the guidelines to the project's specific needs."

Part of the definition of being on the

team is that every member must be actively engaged in the work of the project. "There are no observers," says Marilyn. "The teams are made up of workers — everybody works," agrees Ron.

Mike Gurski, for example, is developing a framework for local co-ordination at the community level. Once he completes his tasks, he'll go back to his regular duties as senior policy adviser with Community Services Branch.

Betty is with Financial Planning and Corporate Analysis. She's doing financial planning for the project. Working on this project has gotten her into a new milieu and "exposes me to other people's work," she says.

Pauline is the resident expert in employment projects — she's a senior policy analyst in the employment services unit with Community Services, and before that, was senior employment program co-ordinator with the former Family Support Branch.

Mike Jarvis brings his experience in strategic planning and as an area manager to the project. Three days a week, he's away from his regular Central Region duties to work on the project. His task is to determine data needs, and he has a special interest in how the revamping of employment programs will work for native populations. "It shows you now this project is reaching into every area of the ministry," he says.

Nancy Anderson is MCSS's data resource manager in the Information Systems and Applied Technology Division. She brings her information systems planning experience as well as a background in direct care and program analysis to the project team. "This is a unique opportunity," says Nancy. "The combination of an important project and a new work arrangement is very satisfying."

Says Barbara Pierce: "We're hoping that the end product will be greater than if we were back in our offices, working individually."

One benefit to project management is that it opens up developmental opportunities for more than just those who are serving on a project. For example, two other people are taking turns sharing Marilyn's duties as area manager in her absence.

"This project also shows that not every major initiative has to be headquartered at Queen's Park," notes Marilyn. The group often meets in Cambridge because it's between Kitchener-Waterloo and Metro Toronto, the two cities where the majority of the team members are based. The group is also using the technology that's available — teleconferencing, faxes and DEC electronic mail — to work together.

"This is not a life work," notes Marilyn. The project is expected to wrap up before the end of 1992.

One benefit to project management is that it opens up developmental opportunities.

HANDS-ON LEARNING

Job placements provide real-life work experience for child care students

Job placements are wonderful," says Tanja Pietrowski, a student in the child care program at Canadian Mothercraft Society. "School is more than adequate, but job placement helps me feel competent in dealing with children. And I know now that I really do love working with children."

Tanja, 19, was recently on job placement at the Queen's Park Child Care Centre. She, like thousands of other students every year, must obtain practical experience by working with an employer as part of the school program.

Students are placed with qualified employers who evaluate their on-the-job skills. As well, job placement helps the student determine whether they will be happy in their chosen field and gives them valuable work experience.

In the six years Queen's Park Child Care Centre has been open it has

always had job placement students, says Cathy Lim, who co-ordinates the program for infants at the centre. "We have had three or more students with us at a time," she says. Usually they spend eight to 10 weeks at the centre for training and evaluation.

"They aren't just another pair of hands though," says Cathy. "Sure, it helps to have the extra help, but they are beneficial to us in our continuing education as well. They help the staff to keep up with all the innovations in child care — and these students keep us on our toes with all their questions!"

As Cathy observes, "Child care is more than baby-sitting. We have learning programs for all the children, including the infants. We teach infants sensory activities like touch, smell, sound and sight."

This involves inventiveness on the part of the staff. Tanja, as part of her job placement duties, had to design and implement a sensory program on

touch and then she had to fit that activity into the ongoing learning program at the centre.

"It's wonderful being involved in a child's developmental capabilities," says Tanja. "Coming up with creative ideas to teach infants, not only about sensory activities but about multiculturalism as well, is a real challenge. In school, we were taught that multiculturalism should be part of every program we teach." (For a related story, see "Teaching children tolerance" on the opposite page.)

Cathy agrees. "At Queen's Park Child Care Centre, even the infants are taught about multiculturalism," she says. "A lot of it comes through with the love and respect we give each individual child and in the way we treat the parents."

"I have been in child care for six years now and still love it," says Cathy. Through job placements, "it's good to know that future child care workers are learning how to include multiculturalism in their teaching programs — but mostly it's important to see that they love children as much as the rest of the staff does."

Five of the 13 ECEs at the Queen's Park centre were hired after they completed their job placements there.

Kitty McConnell was herself on a job placement from Centennial College's corporate communications program at the MCSS Communications and Marketing Branch when she wrote this article for Dialogue.



ECE student Tanja Pietrowski with a young charge, Amil Bain, son of Gary Bain, from the Queen's Park Child Care Centre.

Story and photo by Kitty McConnell

TEACHING CHILDREN UNDERSTANDING

A new kit is helping early childhood educators bring multiculturalism to the classroom

Today four-year-old Andrea is going to spend her first day at the neighbourhood child care centre. Her parents told her she would be playing with many other children and at the centre she would have lots of new things to do and learn.

Andrea will be with other children her own age and some will be children from different backgrounds, lifestyles and customs. She has never been around people from different cultures or religions.

Andrea and her new friends have an advantage. The early childhood educators (ECEs) at her school have the new MCSS-sponsored Multicultural Resource Kit at their centre and most of the teachers have just completed a training course on multiculturalism at the local community college.

Because of the kit and the training, Andrea and her friends will be taught about different cultures in society and they'll have an opportunity to grow in their knowledge and understanding of other people.

This scene is taking place all over the province. Child care staff are taking courses in multiculturalism and going back to their centres to implement the knowledge they have gained.

And they are ordering the Multicultural Resource Kit to use at their centres.

"This resource kit and the training program will help ECE staff to base their entire approach to education on

multicultural practices," says Kinese Murphy Kilbride of the School of Early Childhood Education at Ryerson Polytechnical Institute.

Together, the kit and training program are the result of two years' work by the Advisory Committee on the Multicultural Child Care Project, says Dr. Kilbride, a member of the committee. The committee included people from the community, parents, educators and experts in the field of multiculturalism who worked together to develop these materials for use with early childhood educators.

The project was a joint venture by MCSS and the Ministry of Citizenship. Funding was provided by both ministries, along with a grant to Ryerson. The ministries put their expertise, knowledge and services at the disposal of the committee.

"The resource kit is a very unique product," says Eva Allmen, who acted as project manager for the Multicultural and Race Relations Action Planning Project of MCSS (she's also a policy analyst with the community services unit of Community Services Branch). "There is nothing like it in North America."

The kit contains a multitude of resources and information, says Eva. Practitioners are provided with a vast array of material to help them implement a program of cultural and racial understanding among children.

A video about multicultural education in practice gives teachers the basic knowledge to begin their journey. There's also a manual to

provide background information on multiculturalism, a resource list to complement the manual and a curriculum resource guide called *Global Child*. Included is a set of multilingual books for children and a poster depicting children of all races.

Both Eva and Dr. Kilbride agree on the importance of the Multicultural Resource Kit and the training program for ECE staff. "This will help ECE staff to incorporate multiculturalism in all their work," says Dr. Kilbride. "They work long hard hours and because of all their hard work, they deserve something to help them teach their charges (about multiculturalism)."

More than 2,000 Multicultural Resource Kits have been ordered and additional requests are coming in daily.

Kits can be ordered through the Child Care Branch of MCSS at 2 Bloor St. W., 30th Floor, Toronto M4W 3E2 or by calling (416) 327-4865. □

Kitty McConnell is a recent graduate of corporate communications at Centennial College. She recently served a work-experience term at the MCSS Communications and Marketing Branch.



Lisa Delima, a worker at the Queen's Park Child Care Centre, peruses the Multicultural Resource Kit. The kit is meant to help early childhood educators incorporate multiculturalism in child care centres.

by Judith Adams

FINDING YOUR FAMILY DURING A DISASTER

The Red Cross has a more efficient way of putting people in contact with each other — with some help from the ministry



Alex Honeyford, the ministry's operational co-ordinator, scans the computerized R & I program with Marion Gamester and Bob McCracken. Marion and Bob are Red Cross volunteers; Bob is with the ministry's Waterloo Area Office.

Picture a family of five on a normal week-day morning, heading out for work, school and child care. At 11 a.m., when the parents are at two different places of work, the baby is in a caregiver's home and the two older children are in two different schools, the town's alarm system starts to wail. Fire trucks, ambulances and police cars are everywhere: the radio reports a fire at the local chemical plant, and all those within a five-mile radius must be evacuated immediately.

The parents know their baby's caregiver lives in that area, and the two schools their kids attend are near by. How to defuse their

anxiety? The Canadian Red Cross Society has been at the public's service with its Registration and Inquiry (R & I) Service for more than three decades.

Until recently, the service has been a manual system of filling out cards registering victims of an emergency (in this case, the three children who will be evacuated from the danger area) and other cards filled in by those inquiring about the victims' welfare — the worried parents being the inquirers in this case.

Radio and TV announcements of a special telephone number to call — the central Red Cross registry — make it easy for both parents to call in and discover that the baby is safe

and their other two children are on their way by bus to a reception centre. Because the announcements give the address of the reception centre, the parents can go there immediately and be with them.

Now a new software program which will speed up the process for R & I has been developed by the Canadian Red Cross Society's Ontario Division, with the support and funding of MCSS.

In keeping with our role as a facilitator of community-operated programs, MCSS has played a quiet part, under the guidance of operational co-ordinator Alex Honeyford, in helping to launch this tried-and-true Red Cross emergency program into the computer age. The computerizing operation is jointly funded by MCSS, the federal government's Joint Emergency Preparedness Program, Health and Welfare Canada and the Canadian Red Cross, Ontario Division.

The software, training manual and actual training are the work of volunteers and staff of the Canadian Red Cross Society, Ontario Division, who developed and tested the program. Recently senior Red Cross people from across the province attended a training session in the computerized R & I Centre, and they in turn have been training their volunteers back home so they'll be ready to use it in the next emergency. The program will also be made available by the Red Cross to municipal emergency planners



The 1985 Barrie tornado is one type of emergency situation in which the Red Cross R & I program can help people find each other in a catastrophe.

who have been conducting their own R & I service.

There is plenty of reason for being prepared, says Alex Honeyford, who last year prepared a report on the issues raised for MCSS by this project.

"There have been at least 40 emergencies in Ontario since 1979," says Alex, listing tornadoes, train derailments, floods and large chemical spills. "We hope this move to computerize the R & I service will relieve a lot of anxiety in future emergencies, by shortening the time it takes to match inquirers with registrations."

Back in 1985, when the Barrie area was hit by a multiple tornado outbreak that killed 12 and injured hundreds, the Red Cross put R & I into action in Toronto — in its manual form — to handle inquiries from anxious relatives. Marion Gamester, a volunteer with the Red Cross for 27 years and now emergency services chairperson for the Ontario Division, remembers it well.

"All the utilities were down in those areas, so we set up the central registry in Toronto. Inquiries were made through local Red Cross R & Is in other branches, and all were relayed to the central registry to be matched."

Another well-remembered example

of R & I in action was the 1979 train derailment in Mississauga, when explosions and the release of chlorine gas made it necessary to evacuate some 250,000 residents. All hands were needed by the Red Cross to handle the enormous number of queries from family members about the safety of their loved ones.

Bob McCracken, an employment and rehabilitation specialist in the ministry's Waterloo Area Office, is a Red Cross volunteer of long standing. As Red Cross area representative for the west-central area of Ontario, he sits on the Emergency Services Ontario Divisional Committee, monitoring and supporting the Red Cross branches in the emergency services program. A large part of that support to date has been providing a two-level training program to volunteers and staff. The first level is introductory, the second is advanced. The volunteers come from everywhere, every age group and all occupations: teachers, nurses, managers, store clerks.

There can be many registries in an emergency but just one central one to which they all pass their registrations and inquiries. "As part of our training exercise recently, we had 10 centres reporting, folded into one central registry through which all information

goes," says Bob. The information on the registration cards is placed on a computer floppy disk which is hand-delivered as quickly as possible to the central registry; that's where the matches take place.

For both victims and inquirers, registration is not just filling out a form. "It's providing people with the opportunity to talk about their experiences, to give them a sense of reassurance, restoring their identity," says Bob. The volunteers who help them play a therapeutic role, he says.

Language capability is important in a disaster, and part of the pre-planning for emergencies is to assess the need for interpreters to be on hand at the reception centres.

"Computerizing this system will speed up the matching of inquiries and registrations immeasurably," says Marion Gamester.

It should also enable emergency service planners to assess and research various types of emergencies, with a view to making planning revisions. □

Judith Adams wrote the Today's Child adoption column from 1978 to 1988.

A HOME IN THE COMMUNITY

Here's how community placement changed the life of one young man

A little more than a year ago, David couldn't walk, was viewed as being fragile and spent most of his time in arm restraints.

But during this past winter, the 22-year-old, who is severely developmentally handicapped, took downhill skiing lessons and spent New Year's Eve with friends at the CN Tower.

David's remarkable progress is a tribute to Home Again, a community residential program for people with developmental handicaps that operates in Metropolitan Toronto. His story is one example of the opportunities for personal growth and independence that community living can offer people who have developmental disabilities.

David was a Crown ward who lived in a facility for children with challenging needs all his life.

In infancy, he was diagnosed as having a genetic disorder called "cri-du-chat" syndrome. Because of a chronic heart condition, most of his life he has not been able to participate in physical activities. Although his basic needs were met, he could not attend the school classes that were held in the basement of his home because he wasn't considered able to walk down the stairs.

In certain homes, when children reach their 21st birthdays, they are considered adults and

must move to an adult living situation. When David reached that milestone, his adult protective service worker (APSW) began looking for a suitable new home.

That home was with Home Again, which was founded by parents of children who lived at Ark Eden, a nursing home near Barrie which was closed. The parents' group was initially fostered by the Reena Foundation.

Home Again runs four group homes in Downsview as well as a day program in Etobicoke. The goal is to stimulate learning and allow for as much independence as possible in a home-like environment.

Home Again's mission statement says that "all people are entitled to quality of life similar to others in their community and to be valued as other members of the community for their contribution...The board believes that all people are capable of growing and changing regardless of the degree of a handicapping condition."

This has certainly proven true for David.

"We want to give him choices, give him some autonomy," says Dayna Schilling, supervisor at David's home. "We believe in giving him the opportunity to be like anybody else who's in his early twenties."

David has been living at Home Again since January 1990. Because he cannot speak, staff are slowly learning about his likes and dislikes. "He likes music, although we're just starting to learn what type he prefers," says Dayna. "He enjoys shopping malls. He's not familiar with children — he finds them rambunctious. But when

we take him for his skiing lessons, he likes having lunch in the chalet with the kids all around.

"He's very curious and we really go with that curiosity."

The skiing lessons came about after David saw pictures of skiers and showed an interest in the sport. He is by no means proficient — he moves slowly only with assistance and "sometimes it takes half an hour just to get his ski boots on" — but he obviously enjoys the experience of being out of doors, being with people and trying to stay on his feet with skis.

Linda Hill, manager of Home Again's day program, says a typical day for David and the others attending the program might include preparing lunch, looking after some pet guinea pigs, doing laundry and the dishes and massage therapy to relax stiff muscles. Outings can include shopping, a trip to the library to listen to music tapes and, during the winter, skiing lessons at Earl Bales Park in North York. The day is individualized for all participants.

At his home, which is shared with five other people with developmental handicaps, David is still becoming accustomed to a non-institutional environment, says Linda. "He can use the fridge and the kitchen on his own," which is a new experience in itself — he doesn't have to rely on someone else to attend to all his wants.

David has made considerable progress toward being independent. "He's done a lot of it himself," says Linda. □

Our thanks to Nancy Green, manager of the Elderly Services Policy Unit, for suggesting this story.



Dayna Schilling, David and ski instructor Ericka Navarro managed to squeeze in an early-spring ski lesson at Earl Bales Park in North York, the last of eight lessons David took during the winter.

by Kitty McConnell

MEET THE MANAGERS OF THE 14 COMMUNITY HEALTH AND SUPPORT SERVICES OFFICES

"It's great being on the ground floor of something new," Dennis Ferenc, manager of Peterborough's new Community Health and Support Services (CH & SS) office, says into the phone. "Let's get together and talk about this new program and what we can do for you."

Those sentiments are being echoed across the province by the 14 area managers of this joint program between the Ministry of Community and Social Services and the Ministry of Health, part of a large long-term care (LTC) project.

A major part of starting up the offices has been to meet with the many community groups and agencies in the area to introduce the offices and become familiar with each group's needs. As well, the managers have been filling staffing positions. When staffing for all program areas currently involved has been completed, there will have been staff transferred from both ministries as well as a small number of new staff.

Staff are not only learning about their new jobs, they are becoming familiar with the many stakeholder groups in the area. "This is a 'people first' approach," says Gail Ure, the CH & SS Division area office manager in London. "We are working with consumer groups and organizations to provide supports that are consistent with the needs of the community." There have also been planning sessions with many groups to deal with issues such as rural transportation.



Jack Harmer
Barrie



Karen Robinson
Hamilton



Catherine Dunne
Kingston



Gail Ure
London



Brenda Elias
Mississauga



Michel Tremblay
North Bay



Pierre Lalonde
Ottawa



Dennis Ferenc
Peterborough



Ron Book
St. Catharines



Maureen Lacroix
Sudbury



Mick Peters
Thunder Bay



Lianne Carwath
Toronto

"We have been really busy," says Lianne Carwath, Toronto area manager of the new division. "There is a lot willingness on everyone's part to get together and make everything work." Groups not only want the staff to know who they are and what they do, they want to help make this program work.

Pierre Lalonde, Ottawa area manager, agrees. "Everyone is eager to get going. They are very supportive."

The 14 area managers and their staffs are busy getting to know their communities and the people who live there. "Right now we need to get a

sense of what is happening in the community," says Dennis. "Then we can meet their needs. We need to get as much information as possible to be able to help."

"This is an auspicious time to begin this new joint venture," says Gail.



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The activities you select should be chosen to stand the test of time.

Dr. Blossom Wigdor, chair of the National Advisory Council on Aging and one of Canada's foremost gerontologists (the study of old age) doesn't believe in retirement. It's not that she would have people work until they drop. She simply doesn't believe in the word.

"I don't like the term, because it connotes withdrawal," she says. "The definition of retirement is withdrawing from paid, full-time employment; it doesn't mean withdrawing from activities."

To Dr. Wigdor, retirement offers a "tremendous opportunity for self-improvement." But if it can be a boon — she reports that a year after retiring 70 per cent of people say they've never



Dr. Blossom Wigdor

PLANNING FOR RETIREMENT: AN AGE-OLD CHALLENGE

It's never too soon to start thinking about how you'll spend your mature years, say retirement experts

been happier — retirement can also be a period of great anxiety.

"People tend to think only of financial planning, and maybe how their health will be," says Lenore Mackie of the Human Resources Secretariat, which provides retirement education and counselling across the Ontario Public Service. "But they don't give any thought whatsoever to the potential emotional upheavals."

The transition from the grind of work to the freedom of retirement is a major lifestyle shift. Yet many people leave their retirement party with good wishes and no idea what to do next. With people retiring earlier and living longer than ever, a failure to properly plan for retirement can have negative repercussions that will be felt for years.

Planning must take into account just what work has meant to you, not so much in financial but in psychological and social terms. In short, planning for retirement means deciding how to fill the vacuum created by the removal of work as a focus of your life.

That vacuum can be enormous.

For one thing, work ensures that we socialize with others. The people we work with may not always be close pals, but they provide a sense of collegiality. Ideally, to replace that contact, people should be able to rely on the social network they have developed over the years.

If that network is incomplete, or if it has been neglected, retirees may suddenly feel alone or abandoned.

To many people, work also provides

a sense of identity. The job becomes the vehicle through which they feel importance or accomplishment. The sense of self, particularly in the case of the workaholic, is closely tied to work performance. When work is gone, the person may feel aimless.

"You have to think of how secure you feel as a person," says Dr. Wigdor. "People who haven't developed interests outside their job can have trouble."

Striking a balance between work and leisure is critical preparation for retirement. During the work years, balance is often the victim of lack of time; work takes precedence, and balance is lost.

An inadequate attempt to cultivate and devote energy to a range of interests will be quite apparent come retirement, when free time is in great supply.

Retirement presents a blank slate. Filling and managing that time productively is the principal challenge of retirement.

Work, more than any other aspect of our lives, structures our time. When we get up, when we eat, when we shop, when we sleep, when we vacation — for most of your lifetime, these decisions all depend upon your work schedule. Retirement, the blank slate, means every day is a "day off," and what you do with those days is entirely up to you.

Few retirees have trouble filling the initial period of retirement. But what do you do after you've taken that long-awaited trip, played golf all summer,



completed that course, or re-decorated the house?

Indulging in old hobbies, picking up new ones, taking courses, doing volunteer work, joining groups, starting a business or second career, traveling — these are all popular options. But the activities you select should be chosen to stand the test of time — to give lasting satisfaction.

"The first six months will be great," predicts Margaret Godin, the Ministry of Labour's wellness co-ordinator. "But after that, if you don't have some focus to your life it will be pretty stressful. You have to look at your time the same way you look at your money, and budget it."

Retirement activities should be meaningful. That doesn't mean you have to devote your life to a cause; it means the activities you choose should be activities you can really care about. "Just being busy gets very boring," says Dr. Wigdor. "You need to structure your time around something meaningful."

Finally, retired couples must ensure they plan activities both together and separately. The assumption that you'll be together 24 hours a day, seven days a week, just doesn't wash, says Dr. Wigdor. "If there's no individual planning, it will put an awful strain on the relationship."

There is also the very real probability that one partner will die before the other; a retirement built upon "couple" activities will leave the surviving partner with a tremendous vacuum.

No matter how well conceived, your retirement plan will not succeed without money. While people may not decide how to spend their retirement until late in their careers, it's never too early to think about how to *pay* for it. Without a substantial nest egg, retirees may discover they don't have enough money to make ends meet, let alone indulge in their retirement dreams.



Lenore Mackie

Etobicoke financial planner Donna Richardson says contributing to RRSPs or saving specifically for retirement is critical, despite the security of pension plans at work or the federal Canada Pension Plan. "A pension plan isn't designed to replace the majority of your income, and most people don't want any lower a standard of living than they're used to."

Pre-retirement courses, which deal with both the financial and emotional aspects of retirement, can be a great way to begin the transition from work. The Canadian Association of Retired Persons (CARP), is an excellent source of information on the types of courses available. (For membership information, write CARP at 27 Queen St. East, Suite 1304, Toronto M5C 2M6 or call the CARP office at (416) 363-8748.)

To CARP president Lillian Morgenthau, retirement should never be looked upon as the "twilight years," or the end of the line. "Retirement is not a world of seclusion," she says. "It is an age of opportunity."

Lenore Mackie concurs, noting that after decades of answering to others at work, the retirement years offer a welcome dose of autonomy. "You have the freedom to make a choice as to how you spend your time, and the ability to use your discretion, without having to justify why you're doing what you're doing."

Such freedom and discretion aren't the automatic reward for a lifetime of working. They must be carefully planned for — financially, intellectually, emotionally and psychologically. Only then can retirement fulfill all of its promise.

"Retirement doesn't mean you're over the hill," says Margaret Godin. "It means you're moving on to another plateau." □

Stuart Foxman is a freelance writer in Toronto.

The Human Resources Secretariat offers retirement planning counselling to all OPSers. For information, call HRS Education and Leadership Programs at (416) 965-6017.

It's never too early to think about how to pay for your retirement...A pension plan isn't designed to replace the majority of your income.

by Michel Payen-Dumont

How Do You SAY "MCSS" IN FRENCH?

A new lexicon of common phrases will help you translate from English or French

The ministry has a new tool for bilingual communications: the English/French-French/English *Lexicon*, produced by MCSS French Language Services.

The lexicon is the result of a year-long project by the FLS Translation Unit.

More than a year ago, the unit hired Jacques Lachance, a consultant-terminologist, to plan, research, compile and assemble approximately 2,500 entries of terms related to social work and community services, including official titles of current programs, agencies, associations and so on. Jacques has a solid reputation among translators, both in the Ontario civil service and in the private sector. He has played an important part in numerous similar projects for various ministries, including Education, Attorney General and Municipal Affairs.

The idea of creating a bilingual MCSS lexicon was not new. Cécilia Cormier, former head translator at MCSS and now at the Royal Ontario Museum, had planted the seed. The idea was ripe when I took over from her in September 1989, two months before implementation of the French Language Services Act (also known as Bill 8).

By then there was a pressing need throughout the ministry and its network of area offices and agencies for a reliable source of standard,

consistent, "proper" French terminology.

This reference to "proper" French needs clarification. The lexicon is not an attempt to impose so-called Parisian French on Ontario's francophone community — quite the contrary. All the terminology to be found in the lexicon was gathered from existing MCSS files and literature, such as *Transitions* (the report of the Social Assistance Review Committee), and from French-Canadian glossaries, dictionaries, and Secretary of State and Quebec Office de la langue française terminology banks. The importance of reflecting the Ontario reality was clearly stated at the outset, and staunchly maintained throughout the process.

What was that process? It began with a daunting task which involved sifting through thousands of MCSS files, publications, forms, acts and regulations, as well as material from other sources related to social work. All data was then entered on computer, in individual terminology files. Using a specialized database software, the files were sorted alphabetically, each one bearing relevant information as to its sources and reliability.

A first draft was then produced and put through a consultation process: more than 50 consultants from area offices, agencies, other ministries and private professionals were sent a copy of the draft and asked to read through it to make any necessary corrections, queries and comments. A second draft

resulted from this important step, and was submitted to a small revision committee whose members represented MCSS, the Ministry of Government Services and the Social Planning Council of Ottawa-Carleton. From their scrutiny and applied expertise came the final draft.

MCSS Communications and Marketing Branch took over at this point to design the cover artwork and develop the final product.

To receive a copy, contact FLS at (416) 327-4890.

By the way, the answer to the question is "MSCC — Ministère des Services sociaux et communautaires."

Michel Payen-Dumont, who recently began working at the Ministry of Natural Resources, was head of the Translation Unit for MCSS French Language Services.



Ministry of
Community and
Social Services
Ontario

Ministère des
Services sociaux et
communautaires
Ontario

Lexique
Lexicon

1991

by Robert A. Miller

EXPERT ADVICE

United Ways offer workshops for community boards

While the board of a community agency will often include members who are experienced in running an organization, it seems like there is always something new to learn. There are always new challenges.

One way dozens of boards across Ontario have improved their skills is through the help of the United Way in a program funded by MCSS. It's called the Volunteer Leadership Development Program (VLDP). Also available are expert advice for agency staff and in-depth analysis of an organization's strengths and weaknesses.

In total, the programs add up to a low-cost consultancy service.

VLDP offers nine different workshops covering financial management, decision-making, marketing, board-staff relations and more. Sessions are led by volunteer trainers who bring a wide range of experience with them, says Janice Rawlings, VLDP co-ordinator in Windsor. "We have accountants, lawyers, personnel people, self-employed business people, retirees, homemakers and more, all offering their expertise," she says.

Mary Hardwick, who is director of leadership development programs at United Way Canada in Ottawa, adds: "It's not usually difficult to attract volunteers. This is a very satisfying volunteer job."

Many boards have returned

repeatedly to gain the expertise of these volunteer trainers. Mary describes how one group has used the VLDP program:

"A small group of parents in Ottawa was interested in providing services for their children. They attached themselves to a child care centre and a pre-school program. They attended our training sessions to help them get going. Then they expanded and wanted to build their own building. Again they came to us for more help. Now they're the managers of the building site, the hirers of staff.

"At each step of the way in their development, they turned to the Volunteer Leadership Development Program for advice." Over a three-year period, the group used the services twice each year.

There are now 14 of these programs across the province, all operated by the local United Way. They are tailored to local needs, using materials called "BoardWalk" in English and "C.A. Marche" in French. Workshops are short-term and inexpensive.

The low-cost aspect is important, says Janice Rawlings. "Without the ministry funding, several agencies just wouldn't be able to attend," she says.

MCSS has provided \$1.1 million for the current five-year phase of the program, which runs until 1993. Its official title is the Organization, Management and Volunteer

Leadership Development Pilot Project.

Mary Hardwick meets regularly with John Burkus, Assistant Deputy Minister of Finance and Administration, and his executive assistant Cheryl Gorman, who is the liaison with United Way for their quarterly financial statements and



Brian Pickell

progress reports.

Cheryl sees the program as a great investment in the future. Without an effective, well-trained board, an agency is at a disadvantage, she says. "We're looking forward to ministry local office staff to continue their support of the program," she says. "They know it's in everyone's best interest to have effective boards."

Cheryl worked at a women's shelter earlier in her career. "There wasn't anything like this around at the time," she recalls, "but it would have been very useful. I definitely would have taken their financial management and fundraising sessions if they had been available." □

Albra Duncan, a member of the board of directors for the York-Fairbank Centre for Seniors in the City of York, discusses some of the aspects of financial management with Assistant Deputy Minister John Burkus at a recent volunteer leadership workshop.

Robert A. Miller chairs Dialogue's editorial advisory board.

ABUSE DIFFICULT TO TREAT, CONFERENCE TOLD

Child abuse is difficult to treat or prevent because services are fragmented and jurisdictions are divided, participants at a child abuse conference were told.

Betrayal of Trust: A Working Conference on Male Child Abuse was a day-long conference sponsored by the St. Joseph's and St. John's Helpline. It was held in co-operation with Thistletown Regional Centre's SAFE-T Program (Sexual Abuse: Family Education and Treatment) and five other organizations, including the Metropolitan Toronto YMCA, which was also the site of the March 20 gathering.

About 250 people, including child abuse prevention professionals and a number of men who lived as children at St. Joseph's and St. John's training schools, were in attendance.

Joanne Campbell, who chaired the committee that produced the report, *Review of Safeguards in Children's Residential Programs* for MCSS and the Ministry of Correctional Services, said a more rational delivery system is needed for services because the current system is too fragmented.

She said the isolation of the residential setting leaves more room for abuse, and emphasized that children in trouble with the law need to receive programming in their own communities. The professionals who provide programming need to be carefully screened, well-trained and should have a reasonable workload and adequate pay so they don't leave for better-paying jobs, she said.

Children who are in care need to be informed of their rights, including ways to complain if they're being treated harshly. "How safe the kids feel is key," she said, adding that those who have the courage to come forward "are doing society a service by forcing us to deal with these issues."

Her co-presenter, Rix Rogers, is executive director of the Canadian Child Welfare Association and author of *Reaching for Solutions: The Report of the Special Adviser to the Minister of National Health and Welfare on Child Sexual Abuse in Canada*. The report was produced as a result of allegations of abuse at Newfoundland's Mount Cashel orphanage.

Noting that an estimated one in three victims of sexual child abuse is male, and that the average offender victimizes up to 250 children, he said that the current system is not designed to investigate abuse cases with multiple victims and multiple offenders. Nor is there a comprehensive plan to serve victims and their families, he said.

Child sexual abuse leaves a legacy of hurt that cannot be repaired without intervention, Mr. Rogers said. There is a need for set protocol in order to deal with abuse cases.

He praised *Children First*, the report of the advisory committee on children's services chaired by Colin Maloney, for highlighting the concept of children's entitlements and its analysis of the problems of abuse. —J.N.



EARTH WEEK AT THISTLETOWN

Earth Week was celebrated at Thistletown Regional Centre in April with a variety of environment-conscious activities. Besides the display of posters encouraging staff to "reduce, reuse and recycle," there was a contest in which staff contributed environmentally-friendly tips to an Earth Day Tree display. A highlight of the week's activities, which were co-

ordinated by Muriel Tinianov and the Wellness Committee, was a nature walk led by Julie Bedford, co-ordinator of recreation. She took about 25 staff on a walk through the woods and riverside that are adjacent to Thistletown — a good way to enjoy a fine spring day.

*Roberta Roberts
Manager, Program Resources
Thistletown Regional Centre*

by Dave Rudan

MULTICULTURALISM IN SOCIAL SERVICES

A project is studying ways to make services more accessible to Ontarians

About 20 years ago, racism in Ontario was described as "a strand of hair drawn across the cheek — felt, but not seen."

Are we more enlightened now in the '90s? Perhaps not. In Ontario, a society with many different cultures, races and customs, racism is still a problem.

In April, Ontario's Citizenship Minister Elaine Ziembra announced a \$7.5-million initiative to curb racism in Ontario. The money will be used to develop a new anti-racism strategy for the province that includes mandatory measures for the public sector.

The new Ontario Anti-Racism Policy applies to all ministries as well as their agencies, boards and commissions. The aim is to ensure access and equality in the provision of human services to native people and those of other races.

Changing policies may be one thing, but changing attitudes and behaviour is a much larger task.

"We can perform racist acts without realizing it," says Eva Allmen, who is managing MCSS's Multicultural and Race Relations Action Planning Project. "It's called organizational discrimination."

For example, many organizations do not give training or work experience gained outside Canada by job candidates the same value as Canadian training and experience. "We have a hiring standard that says equality for all, but without recognition

of the academic credentials and seniority, few people (from outside Canada) are hired or promoted," says Eva.

Becoming aware of a need to change so that people are not intentionally discriminated against seems to be the task that the ministry's project team is taking. This is one of the objectives of the ministry's "bridging projects," Eva says. Bridging projects are designed to help local agencies expand their services to multicultural or ethnic communities.

Reports and reviews over the years have pointed out that ministry employees are committed to providing consumers with the services and support that they are legally entitled to, and there has been little evidence, if any, of deliberate racial discrimination.

"But there are people in our communities right now who have a legitimate right to our services, but we're not sure if they know how to access them," says Eva.

This is an issue mainly for people who are the first or second generation of their family to live in Canada, she says.

Some groups of refugees and immigrants are not even reflected in current Ontario demographics. Some are only now establishing themselves as a presence on the multicultural scene, and have "not yet developed a support network or an established voice in Ontario's society." So writes Bill Wittman, a marketing specialist, in a report on how to communicate the ministry's programs to third-language



families (families in which the primary language is neither English nor French).

What the project team hopes to offer the assistant deputy ministers of Operations and Family and Income Maintenance later this year is a plan on how to accommodate the current needs of these new families.

One of the first efforts of the project team this year was sponsoring three focus groups of ministry managers, designed to clarify the purpose of the Multicultural and Race Relations Action Planning Project. The open, constructive comments of the managers gave Eva and her colleagues positive direction on how to handle their short-term assignment.

"We are simply going to add another dimension to the way we do business," says Eva. "We're not going to ask people to change their personal attitudes."

For information on the Multicultural and Race Relations Action Planning Project, contact Eva Allmen in Toronto at 963-3453. □

Dave Rudan is a communications manager with the MCSS Communications and Marketing Branch.

VOLUNTEERS



From the Southeast Region: standing are recipients Maureen Lewis, Eileen Whitmore and John Quinn from Rideau Regional Centre, Dick Woods of Prince Edward Heights, Norah Rooney from RRC and special award recipient Gordon Boyd with Kingston area manger Ernie Nelson. Seated are Gail Ellsworth and Louise Ellig from PEH, Lynne Lowry from the Peterborough Area Office, Lois Crider and Kim Scattergood from D'Arcy Place.

Gordon Boyd, who works with young offenders at the Ottawa Youth Detention Centre, and his wife Bonnie were presented with a special Ministry Certificate of Appreciation for their work as foster parents with the Ottawa-Carleton Children's Aid Society.



From the Southwest Region: Rose Doyle of Chatham, Deanna Guttridge of Merlin, Corrinne McClure from Brantford and Bob McCracken from Guelph. The other recipients were Gisele M. Robson from Blenheim and Ivan Campbell from Clifford.

A HELPING HAND FROM OUR STAFF VOLUNTEERS

Every year, the ministry works with Volunteer Ontario to recognize Ontarians who have given their time to worthwhile causes. These special award events are timed to coincide with Canada's National Volunteer Week in April.

Besides recognizing members of the public with Community Service

Awards, the ministry recognizes its own staff's volunteer activities with the Staff Involvement Awards. Up to 10 employees from each region are recipients.

Here are our award recipients for this year's Staff Community Involvement Awards. Congratulations to all!



From the Central Region: standing are Magnus Allen of Toronto and Jack Bulthuis of Mississauga with Minister of Community and Social Services Zanana Akande and Jack Mudde from Barrie; seated are Barbara McCahery from Barrie and Jackie Cole and Marta Roller, both from Toronto. Ruth Traill of Toronto also received an award.



From the North Region: standing with regional director John Rabeau are recipients Gail Wahamaa, Olive Schell, Wayne Forsythe and David Stone; seated, Pauline Lynch, Joan Nishimura accepting the award for Sylvia Mercuri, and Linda Lewis.

VOLUNTEERS

ONTARIO'S VOLUNTEER OF THE YEAR



Brian Pickell photo

Minister of Community and Social Services Zanana Akande presented Ontario's 1990 Minister's Award to Angeline Del Col during National Volunteer Week in April. Mrs. Del Col has been a volunteer with the Essex County Roman Catholic Children's Aid Society for nine years and was nominated by the society for the award, which recognizes outstanding volunteer work in community social services. A total of 40 citizens from the four regions of the ministry were honoured with Community Service Awards.

A BIG THANK-YOU TO BRAVE PEOPLE



Brian Pickell photo

Zanana Akande, Minister of Community and Social Services, is surrounded by some of the 28 people who received bravery awards from the Royal Canadian Humane Association and MCSS. Each year, the ministry works in conjunction with the RCHA to publicly recognize and thank individuals who have helped others in trouble, often putting themselves at personal risk. This year's recipients included Tiffiney Betts, a 12-year-old girl from Niagara Falls, who ran into her home three times to awaken members of her family from a fire. Other recipients saved people from drowning, assault, attempted suicide or vehicle accidents.

by Joanne Bell

EXPLORING OPPORTUNITIES

Career Directions '91 gives ORC staff a taste of future career challenges

Greetings from a formally attired gentleman, top hats and balloons by the hundreds — not just another Friday morning at Oxford Regional Centre in Woodstock, to be sure.

The day was Career Directions '91, the culmination of months of work on the part of ORC's Career Centre co-ordinator and its 10-member working

1989 as a pilot project — the first of its kind in the ministry — to help staff explore their career interests and opportunities. Services include current job postings, self-assessment, career planning, résumé writing, educational guidance and coaching.

Career Directions '91 was another Career Centre initiative and provided staff with the opportunity to "career-shop." More than 45 organizations were recruited to participate in the day, with each setting up a booth staffed by representatives to field questions on career and employment opportunities.

The participants represented a broad range of fields, including areas in which staff might put their present skills and training to use, as well as areas in which staff have indicated an interest. Besides other government ministries, such as Attorney-General, Corrections and Labour, area and regional offices within MCSS participated. Several colleges and universities took part, as well as the

Ontario Provincial Police, public utilities and the Woodstock municipality. Advice about small business was offered by several franchise participants and from individuals who provide human services.

About 300 people attended the day and it was judged an overwhelming success.

Sincere appreciation was extended to the "exhibitors" who gave their time and shared their knowledge and experience to show that there will be "life after Oxford."

The Career Centre's working group includes co-ordinator Dianne Esperance, Linda Aspden, Lynda Bartlett, Joanne Bell, Milton Blake, Phil Dunbar, Nadine Edmondson, Marie Geerts, Cindy Male and Nancy Rohrer. □

Joanne Bell is a member of the Career Centre Working Group, which co-ordinated the April career fair.

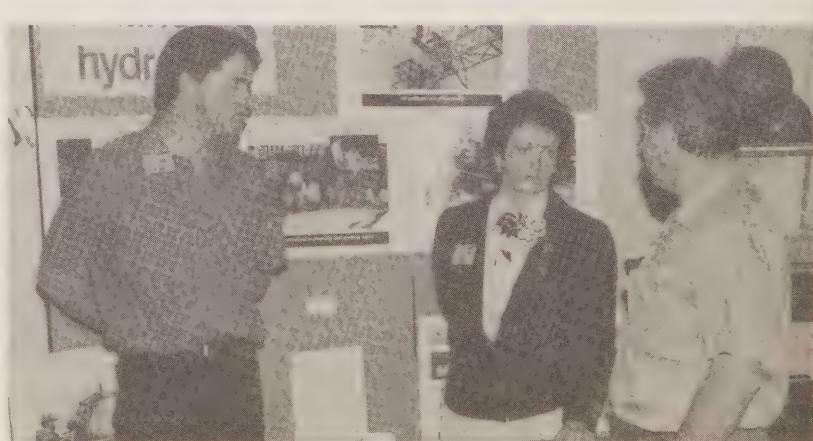
group. Career Directions '91 was a career fair for staff, aimed at inspiring them to focus on the many and varied employment options available to them.

ORC is actively engaged in developing community living opportunities for residents who are developmentally handicapped. Ultimately, this task will have an impact on the employment of many ORC employees, challenging them to assess their personal career goals and interests.

To assist and support staff, the Career Centre was established in June



Oxford Regional Centre nurses peruse the information offered by London's University Hospital at Career Direction '91.



Representatives from Ontario Hydro chat with an ORC electrician about career opportunities with the utility.

BALANCING WORK AND FAMILY

by Kitty McConnell

"Lifestyles are changing," says Mary Kardos Burton, acting director of the ministry's Human Resources Branch. "Today, people want to know how to balance full-time work and care for their elders, step-children or other family members."

Mary and a panel of staff from Human Resources addressed a crowded room of MCSS employees at a 'brown bag lunch' on May 1. This informal lunch-time information session — one of a series of brown-bag lunches — was set up to help people learn about the types of work arrangements and leave-of-absence options that are available in the OPS.

"People are working harder than they have ever worked before," says Mary. "To balance work and family they must have support from management." That support comes through the

many types of work and leave options available to OPSers.

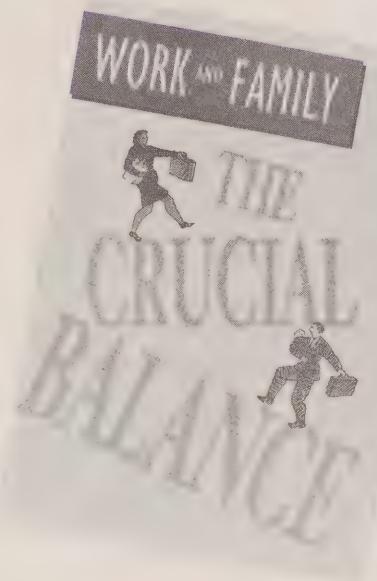
Nearly 70 people sat munching sandwiches and asking questions about those options. "What happens if I'm on vacation and get stuck in another country?" asked one audience member facetiously. Senior benefits adviser Debra Ann Brackenborough, employee relations adviser Carol Legedza and policy adviser Rosalie Ries all chuckled and agreed that it did not fall under special or compassionate leave.

Debra discussed recent changes in the Unemployment Insurance Act and the Employment Standards Act and how they affect seniority, income and leave for employees. Rosalie answered questions regarding job-sharing and compressed work weeks while Carol spent time answering questions on

working at home.

Of major interest to many who attended was a discussion about compressed work weeks. Even though it has been available for six years, many people in management mistakenly think it is not available to them. Rosalie indicated that it is available and working successfully in many offices.

The panel discussed the confidential counselling service available to employees. Many employees at the brown-bag lunch were not aware this service is available to them to help with financial problems, substance abuse problems or child counselling. It is available through many workplace employee assistance programs (EAPs) or through the Ministry of Government Services' EAP in Toronto at (416) 327-1078. □



ROSEMARY'S FROM REHAB

In the Spring issue of *Dialogue*, we told you about Rosemary Collin, who received a Community Action Award from the Office for Disabled Persons for her volunteer work.

Rosemary recently retired as a rehabilitation counsellor with vocational rehabilitation services in the Thunder Bay District Office, not from Northwestern Regional Centre as was stated.

Sorry about that, Rosemary — and we hope you're enjoying retirement.

In Memoriam: Marc Topham

Marc Topham, manager of the Children's Services Branch at Queen's Park, passed away in May. He was 46.

Prior to joining the ministry, Marc was a high school teacher of English and fine art. Marc spent a year living in the south of France editing and ghost-writing children's books; he then established an editing service in Toronto. Later, he joined a consulting firm and specialized in policy analysis, program evaluation and staff training.

Marc joined MCSS in 1981 to co-ordinate the development of ministry program manuals. He

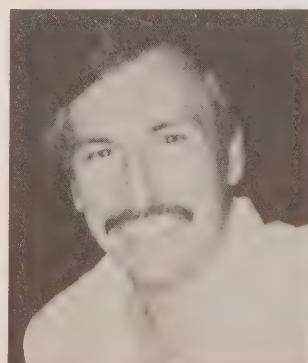
became the first co-ordinator of programs for battered women.

As manager of the seniors and family support section in Operational Support (as it was then called), Marc was responsible for municipal and charitable homes for the aged, homemaker and nurses' services, home support and elderly persons centres as well as family support programs such as emergency shelters, credit counselling, work activities and General Welfare Assistance hostels.

Marc later became manager of residential and home support

services in the Elderly Services Branch in the Community Services Division. He joined Children's Services Branch in 1988. Most recently he worked on the Advisory Committee For Children's Services, which released its final report *Children First* in December.

Marc's special interests included art and print collecting and music; he was especially fond of opera and founded the Toronto Wagner Society. □



by Susan Best

CONTINUING TO LEARN AT RRC

Some residents are pursuing academic studies in specially-arranged classes at Rideau

When you first walk onto West 1-D, it seems unusually quiet. As you proceed to the back of the wing, you begin to hear the "beep-beep" of computers and the voices of residents and staff talking about the day's lessons.

This is Rideau Regional Centre's continuing education program, where a dozen residents spend each weekday morning.

The continuing education program is a joint venture between the centre and the Lanark County Board of Education, the board which has jurisdiction in Smiths Falls. It had become evident that there was a need for a specially-designed education program for some higher-functioning residents at RRC; programming staff felt that these residents required the assistance of a

certified teacher who could provide a more academic curriculum than is usual.

When the need was identified, the manager of Rideau's Special Education Training Education Program (STEP), Sheila Doyle, contacted Valerie Deakin, the retired principal of Jean Vanier School in Smiths Falls.

According to Sheila, "Valerie was invaluable in helping us get this off the ground."

Mrs. Deakin investigated similar programs in the counties of Hastings and Frontenac. With the assistance of Bob Goodson, superintendent of special education, a proposal was presented to the Ministry of Education and the Lanark County Board of Education.

An agreement was reached to share the costs for a six-month pilot project: the board agreed to supply a teacher and Rideau was responsible for providing three residential counsellors from the STEP department as well as classroom space. The cost of supplies and equipment are shared by RRC and the board of education.

For teacher Ingrid Olimer, this was a new experience. Since there were few established programs upon which to base the program, the curriculum is continually evolving. The challenge has been to provide learning material that is age-appropriate, and that includes the student's interests. Each student may function at different levels in different areas at any given time.

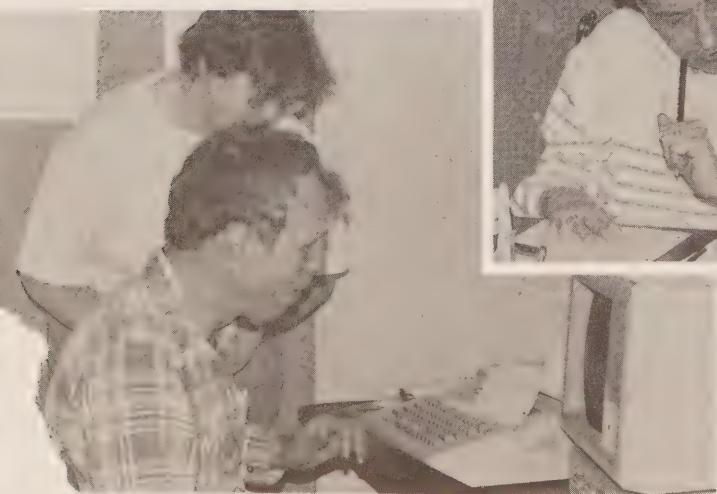
At the end of each week, everyone is given an opportunity to express in writing their feelings about the past week at school. This provides valuable insight for Ingrid and program instructors Sharon Cullen, Sandy Hudson and Pat Stranberg.

Valerie Deakin recently completed a very positive evaluation of the six-month pilot project for the Lanark County Board of Education. According to those involved, the benefits for each resident have included increased self-esteem, academic achievement and improvement in social skills. For the residents, the teachers, and program instructors, this program has earned top marks. □



Ingrid Olimer (standing) gives Donna Frizzell some assistance in interpreting a question on a worksheet (above).

Pat Stranberg checks the screen as Oscar Gravel works on a computerized math program (left).



Susan Best is the acting communications co-ordinator at Rideau Regional Centre.

CAZON
SM
- D31

dialogue

ADOPTION AND
FOSTER CARE

*International adoption
and the Romanian
situation*

27 years of Today's Child

*Finding and keeping
foster families*

*The hows and whys of
foster parenting*

ALSO:
Calling all "Kidders"





Ministry of
Community and
Social Services

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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OUR COVER AND THEME

1964; find out how it's put together (page 6).

Thanks largely to the growth in foster care, there are no orphans left in Ontario, but the search for foster homes is ceaseless: recruitment is becoming very innovative (page 8). Why do foster parents foster? Meet two sets of extraordinary foster parents and learn their philosophy of parenting on page 12.

Our cover shows the artwork from a brochure and poster used by the Family and Children's Services of the Waterloo Region for a fostering

project called the Pro-ACT Foster Care Program. It encourages families to give a maximum of two years toward fostering a child or children in need. Placement coordinator Sharon Tait says the agency hopes it will help people realize that fostering is not necessarily a lifetime commitment. Our thanks to Sharon and FACS Waterloo for permission to reprint this delightful drawing.

I hope "delightful" describes your fall.

—Julia Naczynski, *Editor*

MINISTRY WINS AT F & A AWARDS

MCSS captured three awards in an Ontario Public Service competition in finance and administration.

The ministry won a first-place and second-place award and the sole honourable mention in the Chief Administration Officers' (CAO) Awards for Excellence ceremony held in June. There were nine winners in four categories and MCSS won more awards than any other ministry.

In the category of information systems, first place went to the office systems staff of the North Region's area finance and administration units and area systems units. They were given the award for developing and implementing an automated ledger system for use in all North Region offices.

The honourable mention was given in the same category to the staff of the Applied Technology Laboratory at Southwestern Regional Centre in Cedar Springs. The award recognized the team's

work in creating computer-based aids and devices for people with developmental and physical disabilities.

In the category of organizational change, the staff of the Comprehensive Audit and Review Branch received second place for its project management matrix and mentoring

framework. (See the Fall 1990 issue of *Dialogue* for a description of the mentoring program.)

The other two categories were for policy review and procedural change. □



From left to right: Mary Romano, system development supervisor with the North Regional Office in Sault Ste. Marie; former Deputy Minister Valerie Gibbons; John Manarin, manager of finance and administration in the Sudbury Area Office; Marilyn Fesnak, manager of finance and administration and Janis Yahn, systems officer from the Northwest Area Office in Thunder Bay; and Sandy Lang, Assistant Deputy Minister of Operations.

A NOTE FROM OUR NEW DEPUTY

This is just a quick note to introduce myself and thank everyone I've met so far at MCSS for making me feel so welcome.

As you can imagine, I'm very excited about joining you at MCSS. In the short time I have been here, I have been struck by the extraordinary commitment and creativity of the MCSSers I've met.

I am looking forward to meeting many more of you informally during the field visits I hope to make in the coming

months. I am particularly interested in hearing your ideas about the extraordinary challenges we share and how to deal with them.

I am looking forward to working with all of you.



Charles Pascal

Editor's note: Look for an interview with our new deputy in the Winter issue of Dialogue.

A THUMBNAIL SKETCH OF CHARLES PASCAL

Joined MCSS: August 22, 1991 to replace our previous deputy, Valerie Gibbons, who is now deputy at the Ministry of Government Services. Previous position: Deputy Minister of the Premier's Council on Health, Well-being and Social Justice since January.

A BRIEF RÉSUMÉ:

1969: Graduated in 1969 from the University of Michigan with a PhD in psychology and education. Joined the psychology faculty of McGill University in Montreal.

1977: Moved to Toronto to accept a joint position with the University of Toronto, the Ontario Institute of Studies in Education (OISE) and the Council of Ontario Universities Program for Instruction Development.

1981: Became the executive head of

graduate studies at OISE.

1982: Became the second president of Sir Sandford Fleming College of Applied Arts and Technology, Peterborough.

1987: Appointed chair of the Ontario Council of Regents (the government's chief policy and planning body for the province's college system) by former premier David Peterson.

January 1991: Appointed Deputy Minister for the Premier's Council of Health, Well-being and Social Justice by Premier Bob Rae.

SOME HIGHLIGHTS:

While in Montreal, founded the McGill Community Family Centre, a full-service child care centre which was the first of its kind in a Canadian university. While at Sir Sandford



Fleming College, served as the first non-private-sector chair of the Greater Peterborough Economic Council. Also served as a member of the Committee for the National Forum on Post-Secondary Education. Other: Spent a sabbatical at the Australian National University. Has made four working trips to China. Headed a delegation of post-secondary educators to Czechoslovakia.

PERSONAL:

Married to Anastasia Notar, a television news and current affairs journalist/producer with the CBC. Two children. Interests include theatre, ballet, travel and participating in sports such as baseball, tennis and squash.

The opening of the new Comprehensive Audit and Review Branch was one of the first opportunities for Deputy Minister Charles Pascal to meet MCSS staff. Our new deputy plans to meet many more employees during field visits in the coming months. In the photo (from left): project manager Kevin McDonough, Charles Pascal, project manager John Gordon, and director of Audit Branch Ron Bakker.

INTEGRATION PROJECT UNDER WAY

A director has been chosen for a project that will integrate program and financial information on to a single database.

Margaret Weightman has been seconded from her position as the ministry's chief accountant to head up the Services and Resources/ Financial Information System (S & R/FIS) integration project.

Margaret will head a team of 40 that will work together on a project

management basis to bring the ministry's many strategic databases (such as FIS, Regional General Ledger and Service Provider Inventory, or SPI) together.

The integration of these databases will prevent duplication and make information more readily available, accurate and timely. It will also reduce the amount of system support that is now needed to maintain a number of different databases.

Project team members are to be selected through appointments and recruitment, with most of the team to be in place this fall.

Margaret will be working on the 6th floor of the Hepburn Block as part of the Finance and Administration Division, and can be reached at (416) 325-5592.



Margaret Weightman

Story by Julia Naczynski

INTERNATIONAL ADOPTION: AN OPTION FOR FAMILIES

Adopting a child from overseas isn't a short-cut to parenthood; it takes time and patience

Adoption Unit staff used to groan inwardly when they received a phone call like this one: "I'm going to Romania next Friday to get a child to adopt. Is there anything I should do before I leave?"

Anyone who has seen the images of Romania's abandoned and orphaned children will find it hard to fault the

good intentions of Canadians who want to adopt them. But adoption of any kind is a complex undertaking, especially international adoption.

"There's a real lack of understanding about what we do," says Joan Webber, adoption officer and part of Ontario's international adoption team in the Adoption Unit. "We're not just paper-pushing and studying

documents; we have to look at whether or not this is in the best interests of the child." This pre-adoption scrutiny is just as intense for a child from another country as it is for a child born in Ontario.

While international adoption is not new, it is seen as an increasingly viable option for Ontarians hoping to adopt. Laura Wen, the international adoptions clerk, says there was a 64.7-per-cent increase in the number of home studies for international adoption last year compared to the year before.

So great was the increase—and the pressure to review the studies as quickly as possible—that Dagmar Niffeler was

added to the staff specifically to review international adoption home studies.

Not surprisingly, Romania currently leads the way as the country many Ontarians would like to adopt from. Of the 554 home studies that were reviewed by the Adoption Unit in the first seven months of this year, 357 were applications for adoption from Romania, says Laura; that's 64.4 per cent. In 1990, of 659 home studies that were reviewed, 191 were for Romanian children, or 28.9 per cent. (*See the accompanying story, "Adopting from Romania."*)

Joan, Dagmar and Laura, who make up the international adoption team, expect 1991's applications for home studies to far surpass the 1990 total.

"When people heard of the availability of Romanian children, they seized on this opportunity," Joan says in explaining the flood of applications. "Our concern is that they understand the issues involved. There are a lot of additional issues to discuss in an international adoption, over and above those in a domestic or local adoption." These issues can include such factors as culture, language and perhaps race, and the special needs or emotional deprivation which may have been suffered by children raised in an orphanage.

Children can be adopted from overseas through the services of a children's aid society or privately through a social worker approved by the ministry to assist in adoptions. Joan says the majority are adopted privately because CASs tend to put a

Canapress Photo Service



The plight of children in orphanages in Romania sparked a landslide in international adoption activities this year in the ministry's Adoption Unit.

lower priority on international adoption than for children for whom they are responsible, such as adoptable Crown wards.

If the adoption is to be completed in Ontario, the ministry must be involved. If it is completed overseas, the ministry's involvement extends only to ensuring that a home study has been completed and reviewed and to issue a letter of recommendation for the foreign authority.

It now takes up to 10 weeks for an application to be reviewed by unit staff — they're done in the order they're received. This is in addition to the actual home study, which involves a minimum of two weeks and three visits by a social worker to complete. "That's the absolute minimum," says Dagmar, the international adoption review officer. "The social worker is encouraged to do it over a longer period of time to get to know the people better."

The number of home studies that are reviewed by the Adoption Unit does not represent the number of children who are eventually adopted and brought to Ontario, notes Joan. There are several reasons why this is so:

- The social worker who does the home study may recommend that none, one, or, say, five children can be adopted by the applicant; the other country does not have to abide by that recommendation.

- Only one home study is needed even when the applicant indicates he or she wants to adopt more than one child.
- The applicant may not go ahead, or is unsuccessful in the quest for an adoption.

In any of these scenarios, the Adoption Unit's involvement ends after it issues a "letter of no objection" which is required by Canada Immigration to permit a child to enter Canada.

Because of all these factors, the ministry simply has no way of knowing how many such adoptions actually take place.

In 1976, the federal Department of Health and Welfare established the National Adoption Desk in Ottawa to act as a liaison and information centre for all provinces except Quebec to help facilitate these adoptions, says Joan. But even the NAD isn't able to keep track of children coming into Canada, since they arrive in the provinces as

the legal children of Canadians if the adoption is completed overseas.

Some countries have very specific requirements for international adoption and the people who adopt their children, according to the MCSS publication, *Information About International Adoption*:

- Parents wishing to adopt a child from Brazil are warned that children from orphanages are accustomed to using temper tantrums, "complete with throwing himself on the floor and screaming...to call the attention of an adult." This, the publication says dryly, "usually brought immediate results." Boys can be expected to begin to pattern themselves after the Latin American macho image around age 6.
- Colombia has very specific age categories for adoption. Children two years or under can only be adopted by couples between the ages of 25 and 35; children over 12 years can be adopted by couples between 51 and 55.
- Very few girls are available for adoption from Brazil, Hong Kong and the Philippines.
- India requires progress reports for several years after the adoption. □

Canapress Photo Service

Adopting from Romania

Since 1989 and the downfall of the Ceausescu regime, Romania has been a magnet for prospective adoptive parents from around the world desperate to bring a child or infant into their family.

Recent reports indicate that the number of children legally available for adoption in the Eastern European country is not as great as first believed, says Joan Webber of the Adoption Unit.

As a result, some prospective parents went directly to biological parents — often they have large families, with many children because of the former official ban on birth control — with a proposal to privately adopt a child. In many cases, adoptions were arranged with some Romanian citizens acting as go-

between to arrange contact between prospective adoptive parents and families willing to relinquish a child.

This has resulted in charges that Romanians are engaged in "babyselling," because often the adoptive family offered gifts of goods or cash to the biological family. The Geneva-based human rights organization, Defence for Children International, says that adoptions from Romania have accounted for at least one-third of all inter-country adoptions world-wide — a figure that is out of proportion to the number of children that should be available.

Amid these accusations, a central adoption committee in Romania called a halt in July to all adoptions, including private ones by foreigners.

Until adoptions were stopped, the

ministry's Adoption Unit was fielding up to 85 telephone calls a day from prospective parents, says Joan. Most were asking for priority for the review of their home study, which is required for all international adoptions.

The Romanian central committee on adoption is expected to announce new guidelines for international adoption in late fall.

Estimates on the number of children in state-run institutions vary from 14,000 to 600,000, but not all are legally available for adoption. An estimated 7,000 children were adopted internationally until adoptions were halted in July. □

Julia Naczynski is editor of Dialogue.

The number of children legally available for adoption in Romania was not as great as first believed, says adoption officer Joan Webber. All adoptions were halted in July by the Romanian authorities.

By Elizabeth Marsh

TODAY'S CHILD: 27 YEARS OF FINDING HOMES FOR CHILDREN

This weekly column, co-ordinated by MCSS, has inspired hundreds of families to adopt

Would a photo and brief description of a child inspire you to adopt?

Hundreds of families have responded to just such a simple appeal, thanks to *Today's Child*.

Today's Child, a column that seeks adopting homes for children who are Crown wards of Ontario child welfare agencies, appears weekly in the *Toronto Star* and 25 other newspapers across Ontario. The total circulation for the papers is more than 1.5 million.

Today's Child appeared first in 1964,

**In the 27 years
that Today's Child
has been
published, it has
had only three
"authors."**

after Andrew MacFarlane, managing editor of the *Toronto Telegram*, and then-Deputy Minister James Band became concerned about the welfare of children living permanently in institutions.

At first the *Toronto Telegram* paid all the costs of the column. When that paper ceased to exist in 1972, the *Toronto Star* agreed to carry *Today's Child* as a public service. The Ontario government now pays all the administrative costs and the newspapers donate their space. Its publication continues to be

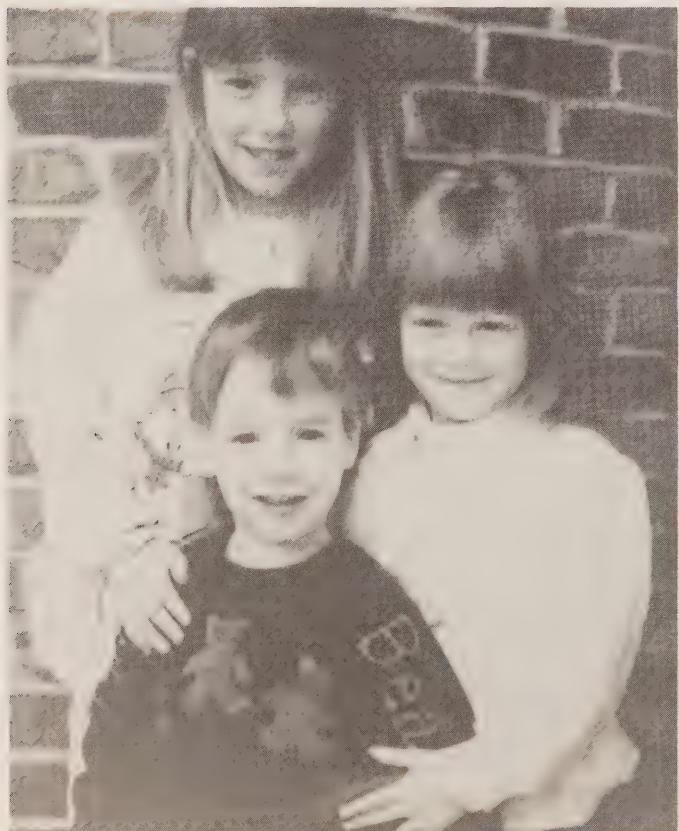
co-ordinated by the MCSS Communications and Marketing Branch.

In the 27 years that *Today's Child* has been published, it has had only three "authors." Helen Allen, first as a *Telegram* staff reporter, and later as an information officer with the Ministry of Community and Social Services, wrote the *Today's Child* column and worked

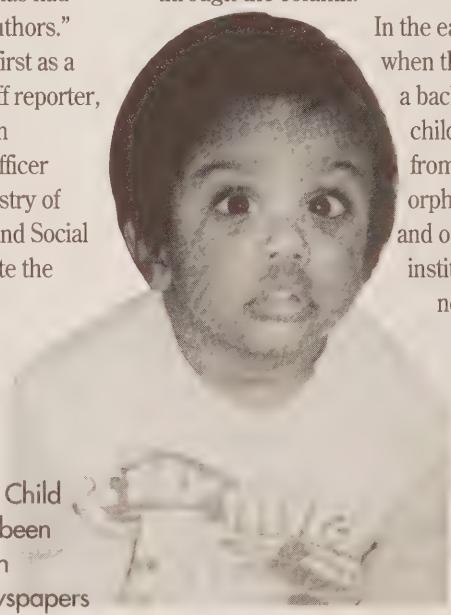
tirelessly at finding homes for children until her retirement in 1981. Judith Adams then carried on the work for seven years. It's now written by Elizabeth Marsh, a public relations officer with the ministry's Communications and Marketing Branch.

Over the years, many children who once would have been considered unadoptable because of physical, developmental or emotional problems have been successfully placed through the column. And many sibling groups, who are hard to place when two or more children want to stay together as a family, have found homes where they can stay together, thanks to *Today's Child*. One such instant family was a group of seven brothers and sisters who were placed— together—through the column.

In the early days when there was a backlog of children from orphanages and other institutions needing



The *Today's Child* column has been appearing in Ontario newspapers for 27 years.



homes, the column was published daily. About 80 per cent of the children whose photos appeared were placed in adoptive homes.

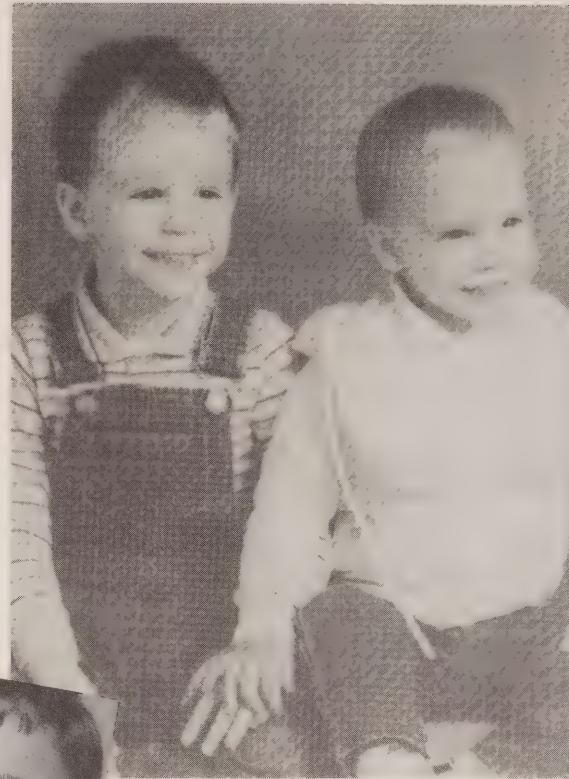
But now, the column appears weekly because fewer children are available for adoption. This is partly because more than 70 per cent of Crown wards currently have orders granting access to members of the child's birth family. Also, orphanages as institutions no longer exist; instead, children in care usually live in the private homes of foster parents. And there are fewer children in general available for adoption, since the majority of single mothers keep their babies instead of relinquishing them for adoption, as was common a few decades ago.

Almost all the children now featured in *Today's Child* have at least one and usually several special needs. A "special need" may mean that the child requires more care than is usual for his or her age, has brother and/or sisters who should be adopted into the same home, has a history of neglect or abuse, has a history of frequent placements or requires a home of a particular culture. Such special needs can make it more difficult to find the right permanent home for these harder-to-place children.

Because of these factors, fewer than half the number of children whose stories and photos are published find a permanent home through the column.

Nevertheless, when a pretty blonde-and-blue-eyed three-year-old appeared in the column last spring, dozens of readers responded, even though the little girl was described as having substantial developmental delays and other problems.

Other children may appeal to a family for other reasons. For example, parents who have a birth child with a physical disability may be moved to adopt a child with a similar problem, already knowing they can cope.



The children featured in the column are selected to appear in it by the children's aid society (CAS) or family and children's service agency (FACS) responsible for their care. There are 54 agencies in the province.

The agency provides a photo of the child and background information about the child's health and appearance as well as information on the child's personality and any special concerns or problems that potential adoptive parents should be aware of.

That information is put together in a readable fashion by the ministry's public relations officer, and sent, with a photograph, to the newspapers that carry the column by a news service. Only the child's first name is used, and this is often a pseudonym to protect the child's privacy.

Readers who are interested in a particular child featured in the column are asked to respond in writing to MCSS, including information about

their family, lifestyle and interests. The letters are forwarded to the CAS or FACS where the child or children are in care. Then it becomes the responsibility of the adoption department of that society to get in touch with the would-be adopting family; the ministry has no role in further proceedings, except its normal role of approving the adoption.

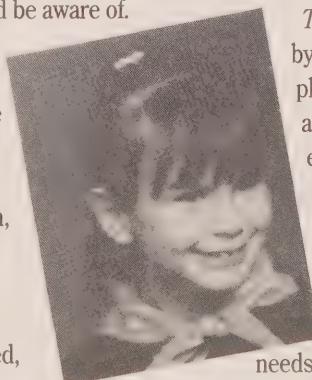
Processing the inquiries takes time, especially if the CAS or FACS has few adoption workers and most especially if many people write.

The law requires that a home study must be done before a child is placed in an adopting home. Families who have already had a home study done will likely be considered first among those applying to adopt a child through the *Today's Child* column.

The general requirements are that the prospective parents must be in good physical health, have enough income to ensure the child's future and have the ability to guide the child through the developing years.

Today's Child was reviewed by an independent social planning consultant in 1989 and received a favourable evaluation. The review concluded that "it is an effective and appropriate vehicle for finding adoptive homes for children with special needs." □

Elizabeth Marsh is a public relations officer with the Ministry of Community and Social Services and writes Today's Child.



By Judith Adams

FINDING AND KEEPING FOSTER FAMILIES

A new campaign will help agencies in the ongoing search for foster homes

WANTED: Someone to Hug and Bug

Be a Foster Parent.

Contact your local Children's Aid Society

How can you convince people to become foster parents?

That's the perennial question that MCSS and children's aid societies have been asking for many years.

In past years, MCSS has developed and conducted province-wide foster care awareness and recruitment campaigns. The most recent was in 1987 — you may remember the slogan: "If you think having a foster child is tough, try being one".

More recently, MCSS has provided funding to the Ontario Association of Children's Aid Societies (OACAS) to develop a foster care recruitment project and develop new approaches to encourage more people to consider becoming a foster parent.

Funding was provided in the spring of 1990 to help the association spearhead a new province-wide foster care recruitment project after recruiters from all over Ontario met to share their concerns about the shortage of foster homes.

In 1982 there were 6,619 foster homes in use in the province. By 1989 there were only 4,979 — an alarming 25-per-cent drop.

Although most foster parents state that money isn't the primary problem, foster parents acknowledged it is important, and that the rates foster parents received to help meet the costs of fostering were too low. In many former foster families, the mothers turned to home child care or took jobs outside their homes, rather than foster.

In 1988 the ministry added \$1 million to the province's budget for foster care rates. The next year, the ministry gave a further \$6.7 million to increase rates, provide training and support to foster parents and fund local pilot projects that would expand their role in the child welfare system.

The minimum daily rate for fostering is now \$15.50, compared to \$7.75 previously, and goes as high as \$40 a day for treatment foster homes, which provide specialized care.

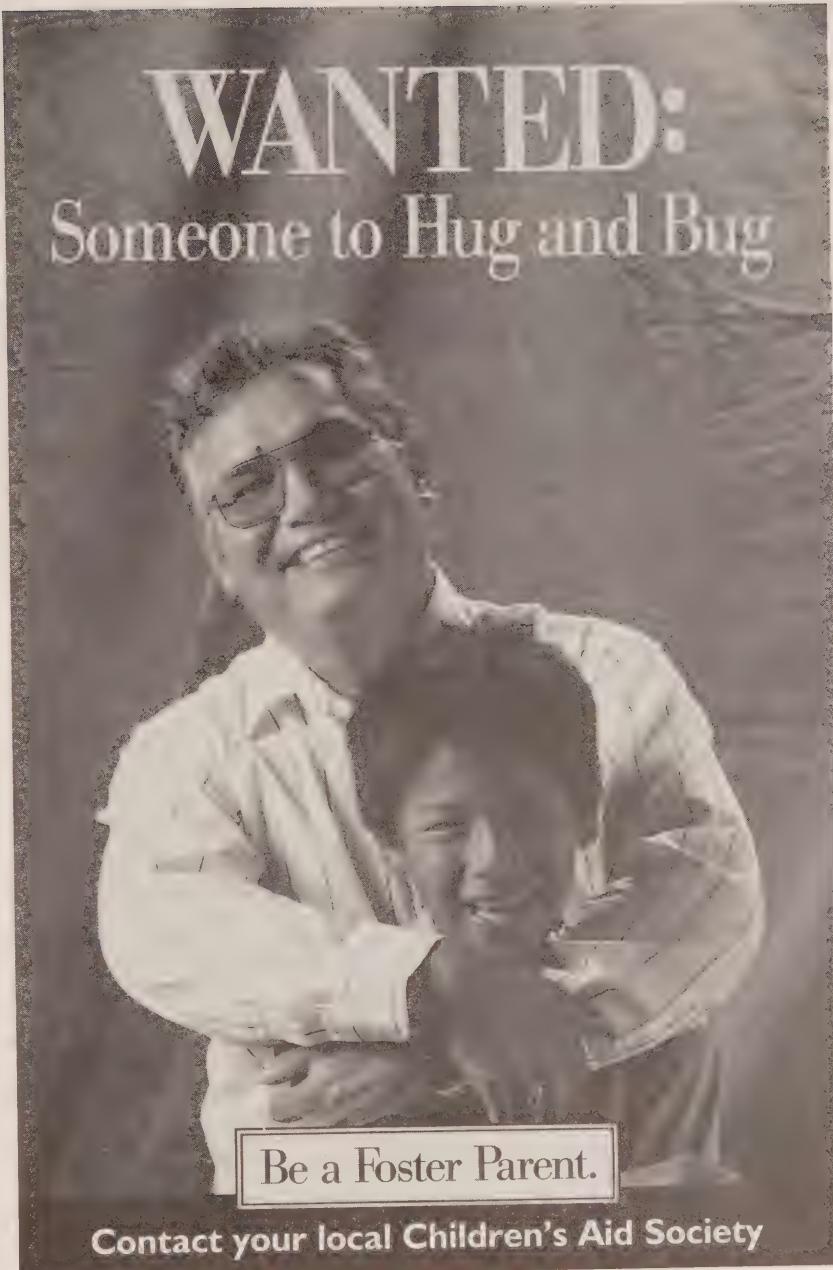
Although improved rates have certainly helped, CAS workers agreed that new approaches are needed to find fostering families for the children now coming into care. In 1989, the ministry provided funding to develop a training program for foster parents and foster care workers. This project is well under way, and it's expected that the training, information and support offered as a result of this project will help foster parents to be better prepared for the job and keep them committed to working with children who desperately need their caring and love.

That same year, the OACAS held a meeting of foster care recruiters from children's aid societies all over the province. They came up with a proposal for a three-year developmental plan to improve foster care recruitment in the province. The ministry offered funding for the first year and is providing funding for the second year. Lesley Miller, whose background is in community development and education, has joined the OACAS staff to facilitate the project.

"The agencies are recognizing that foster care recruitment isn't just a matter of handing out buttons and balloons," says Lesley. "It's more a case of specific targeting of 'specialists' nowadays, who have developed skills either through years of parenting or through professional training."

Working on the theory that "it pays to advertise," a steering committee of representatives from the ministry, the Foster Parent Society of Ontario, foster parent recruiters and agency public

WANTED: Someone to Hug and Bug



Be a Foster Parent.

Contact your local Children's Aid Society

relations officers helped develop a brand-new campaign to recruit new foster parents.

Wanted: Someone to Hug and Bug/Be a Foster Parent" was selected as the slogan, and a promotion package has been developed for agencies. It has just been publicly launched.

A recruitment resource guide, complete with suggested marketing plans, is central to the package. It's designed to help those agencies who have not already developed their own state-of-the-art recruitment campaigns to zero in on the parents they need. Although it's too soon to judge the outcome, Lesley says feedback

has been good so far.

Many agencies have developed their own recruitment plans; some target specific groups or types of families.

"We did a demographic report showing that 48 per cent of families who answer our appeals are labour-affiliated," says Lee Batte of Essex County's Roman Catholic CAS in Windsor. "So we try to reach others through factories and union publications."

Lee agrees with colleague Blair Hoffman-Morris, public relations director for her agency, that it takes some 15 "exposures" to the idea and a

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"Someone to Hug and Bug" is the slogan for a new campaign to attract foster parents.

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lot of time —as much as two years—for people to make that big decision to foster. "We try to increase that exposure in our target market (the Catholic community)," explains Blair, who served as a member of the provincial recruitment committee.

The agency works through its 52 parishes, holds information meetings and offers a state-of-the-art foster training program. So popular is the training program that "everybody," it seems, "signs up," says Lee Batte. "We have to turn people away."

"We recruit 365 days of the year."

Kim Fairchild, supervisor of resources at Peel CAS, has been recruiting some of the agency's foster homes through their recruitment centre at—guess where?—Erindale Shopping Mall. (After all, where else are you likely to find families?) Peel CAS currently has the respectable number of 128 families on its fostering list.

Don Wood, past chairman of public relations for the Foster Parent Society of Ontario, observes that in the past, many foster parents in larger agencies may have stopped fostering because they felt left out of things. Don's family has fostered for the Lennox and Addington CAS in Napanee for 11 years. "It's a small agency so everybody knows everybody," but, he believes, "it's easy for foster families to feel isolated in larger agencies."

In some agencies, recruitment and pre-service training is just one part of a busy worker's caseload. Some agencies now have foster care resource workers who concentrate almost exclusively on the needs of foster families and are available in times of crisis. Attentiveness to a foster family's concerns conveys respect for the important job they are doing, and this, say foster parents, is even more important than money.

"We were losing one-third of our new homes," says Sylvia Winter, who was supervisor of home finding and recruitment for the Metropolitan Toronto CAS. "Now that we have foster



care support workers who work with families from the start, and are there for them during the first 12 months, we're not losing them nearly as often."

Another recent move is to "treatment foster homes"—which means finding families who are willing to offer fairly intensive and time-consuming care, not for a lifetime, but perhaps only for a period of two years or less. "Give two years of yourself. Change a lifetime for a child" is the appeal used by Family and Children's Services of the Waterloo Region in its foster care demonstration project, known as PRO-ACT, funded by the ministry.

"People may have been holding back from fostering because they can't make a lifetime commitment," says Sharon Tait, its placement coordinator. "The program offers enough time to assess and work with a child in a therapeutic family setting. It should help us to achieve better long-term stability for the child from the beginning, and avoid continually reacting to crises." It may appeal to people hoping to enter the social services, and give them a "marketable skill" too, adds Sharon.

Metro CAS has been changing its home-finding techniques recently, often working along with Metro Catholic CAS, Peel, York, and the Jewish Family and Child Services. Seeking "ethno-specific" homes for kids isn't new, but looking for Islamic families for Islamic children (for example) is, for both Metro and the Peel CAS. This kind of ethno-specific recruitment is expected to become increasingly common as workers make an effort to place children with specific cultural or religious needs in a family of the same background. □

Judith Adams is a freelance writer in Toronto who wrote the Today's Child adoption column from 1981 to 1988.

A THUMBNAIL SKETCH OF A FOSTER FAMILY

Gordon Boyd and his wife Bonnie have been therapeutic foster parents for more than a decade for the Ottawa-Carleton CAS.

Gordon is assistant superintendent at the ministry-run Ottawa Youth Detention Centre. He and Bonnie were presented with a special Ministry Certificate of Appreciation for their work as foster parents during National Volunteer Week.

They are "therapeutic" foster parents because of the expertise they bring to the role. Both have backgrounds in child care, and Bonnie also has early childhood education experience.

"When our first child was born Bonnie wanted to stay home, but she still wanted to keep her professional skills active, so we fostered adolescents," explains Gordon.

Here's how Gordon describes their role: "We see ourselves as a support for a child, not a substitute for his own parents," he says. "We'll work with mom and dad to help get him back home, or if that changes, we'll still be there for him as advocates when he gets a new family. What you give kids stays with them and creates their stability. It gets internalized and becomes part of their makeup and their strength."

The 17 children the Boyds have helped so far in 10 years of therapeutic fostering have been their own reward, says Gordon. "You get back what you give. Being invited to a girl's graduation years after we last saw her—it says we meant something to her."

Gordon is one MCSS staffer whose family has discovered the rewards of fostering. If you think it could be right for you, contact your local children's aid society. □ J.A.

By Judith Adams

"KIDDERS" A MODEL IN RAISING PUBLIC AWARENESS

A partnership between the advertising industry and a children's foundation resulted in an intriguing campaign

Wouldn't you like to be a Kidder too?" That was the question that hundreds of people responded to in a recent public-awareness campaign donated to the Children's Aid Society Foundation in Toronto.

"Kidders" is a word the foundation coined (in fact, it's now a trademark) to raise public awareness of its important work. The foundation is a non-profit organization that, since 1979, has raised more than \$4 million to fund child welfare and child abuse prevention work. In that time, it has funded more than 200 projects that have touched the lives of at least 100,000 children and their families.

Some of the foundation's money helps street kids, many of whom have been abused. Other programs have helped the children of alcohol and drug addicts; another involves art therapy classes that help heal the wounds of children who are victims of sexual abuse.

"A Kidder is a person who loves kids and gives to the Children's Aid Society Foundation," says foundation president Sue Bochner, who hopes the awareness raised by the recent campaign will eventually translate into significant donations.

The campaign was created and donated by advertising agency Miller Myers Bruce DallaCosta. All advertising space — in newspapers, on radio and television, and on transit shelters — was donated, either by the

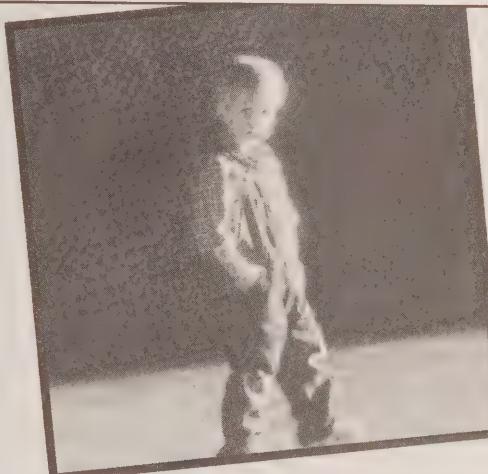
media themselves or by corporate sponsors, at an estimated value of at least \$450,487.

"We're looking for some serious Kidders," reads the campaign material. But the phrase that appears to have arrested many people is the query: "Wouldn't you like to be a Kidder too?" which is reminiscent of a popular soft drink slogan.

An average of four calls a day were received for the duration of the 4½-month campaign on the foundation "hot-line" (the foundation's telephone number KID-DERS was included in the ads). Of those, 87 per cent of the calls were from women and 13 per cent from men.

Interestingly, it was the transit shelter ads that prompted the most response. By far the greatest number of callers — 62.6 per cent — were responding to the 566 transit shelter ads around Toronto which were up for an eight-week period. (The space was donated by Mediacom Inc., a firm that provides outdoor advertising, at a value of \$198,317.) TV ads resulted in another 29.6 per cent of the calls.

The campaign had a happy benefit: many who called in response to the ads thought it was a plea for volunteers to work directly with children, so the Metro Toronto Children's Aid



We need more Kidders.

Call KID-DERS
(543-3377)

THE CHILDREN'S AID SOCIETY FOUNDATION

Society itself — quite separate from the foundation — acquired a number of new volunteers as an unexpected bonus of the campaign.

The campaign achieved its goal of raising awareness of the foundation's work in the community, as well as offers to help in future foundation projects, says Sue Bochner. "Now that we've attracted people's attention, we're going to use the same theme in January as a direct fund-raising appeal." □

Judith Adams is a freelance writer in Toronto.

It was the transit shelter ads that prompted the most response.

Story and photos by Julia Naczynski

THE HOWS AND WHYS OF FOSTERING IN WATERLOO

Two outstanding foster families talk about how and why they foster

What does it take to be a foster parent? You don't have to be SuperParent, or a saint—but certain qualities from both can help.

Parenting of any kind is a tough job, foster parenting even more so. The children who are coming into the care of children's aid societies and local family and children's services (FACS) agencies are older and more troubled than was usual even a decade ago. Just ask Sharon Tait, placement worker with the Family and Children Services (FACS) of the Waterloo Region.

"I'd say 66 per cent of the children in our care are 12 years or older," says Sharon. Because their needs are great, they're harder to place.

And that's only one factor that agencies are dealing with in the never-ending search for foster homes. Others include the increase in couples who are both working outside the home, and the perception that foster care is a lifetime commitment.

At the moment, Sharon and colleague Myra Van Katwijk, director of the agency's resources division, feel the Kitchener-Waterloo area is adequately served in comparison with other areas of the province, with 170 foster homes on their list.

And they're proud that a licensing review of foster parent services at the agency came up with outstanding results.

Clarence Wheaton is the MCSS licensing specialist at the Waterloo Area Office. He and the review team



John and Kathy Oldroyd in the backyard treehouse with children Jonathan, Erin and Craig, and the family dog Sam.

were impressed with the quality of care and commitment they found among the families they interviewed for the review.

"When I do a review and come across people like this, they're really exceptional and deserve to be recognized," says Clarence. "They're doing a great job."

A glimpse into the lives of two such families can offer some insight into the rewards and frustrations of fostering, and perhaps some perceptions about successful parenting.

John and Kathy Oldroyd felt that fostering is a natural thing for their family—after all, John's parents had fostered for years. John and Kathy's first foster child was like a brother to John—he was the last child John's parents fostered.

"I learned to be the mother of a 14-year-old real fast!" says Kathy, whose own children, Jonathan, 7, and Erin, 9, were preschoolers at the time.

The Oldroyds are part of the "new wave" in fostering—both work outside the home at full-time jobs. Both are employed at Canada Post, working shifts that can accommodate their family life.

Fostering is no longer restricted to couples in which one partner is at home fulltime; more frequently, foster parents are two-income families, single parents and even single people with no children.

John and Kathy mostly take children who are of school age; at one time, they had five foster children as well as their own two. "What does it take to peel a few more potatoes?" shrugs off Kathy good-naturedly.

The Oldroyds have one foster child, Craig, for the long term. But their family also offers a crucial service in fostering: that of weekend and short-term, emergency relief. A child in crisis may arrive on their doorstep with an hour's notice.

"I find fostering the kids very taxing emotionally," admits Kathy. "You really get so attached to them. All of a sudden Mom (the birth mother) is

better and the child goes home. You can't just turn that love off."

"Ninety per cent of the time, the children don't understand why they've been taken away from their parents to this strange house with this big dog," says John as he strokes Sam, the family's 110-pound German shepherd. "You have to reassure them first thing. They're not here because they've been bad."

"The children's aid society is no longer the 'baby-snatcher,'" adds Kathy. "They're there to help and protect kids."

There has been much public debate about the "professionalization" of foster parenting. Because so many children coming into care have emotional and behavioural problems, experience and knowledge are essential to fostering. Kathy is an advocate of mandatory training for foster parents (most CAs and FACS offer training). "I'd say 60 per cent of the courses that are available should be required training."

Kathy and John believe that kids need structure, but not too much of it. "We structure the kids' time after school, but we keep two nights a week free when we can be together," says John.

Family time includes no-cost activities such as walks, "swamp tramping" and going to church.

Explains John: "It's our belief that certain activities teach good values, such as Scouts and Brownies." Church is on that list. "The kids don't have to participate in church, but we tell them when they arrive that we do go every Sunday and they can come if they want to. They almost always do." The Sunday school, which John sometimes supervises, keeps children busy with age-appropriate activities such as crafts, games and songs. Laughs John: "One time there were only 13 kids at Sunday school and six were with us!"

Fostering isn't all sunshine and good times, caution the Oldroyds; some of the children who come into their home are emotionally or sexually abused, withdrawn and often frightened. Often they have an over-

whelming desire to please adults.

"Most of these kids just need a lot of love and attention," he says. "They need to hear, 'Hey, you're a good kid.' They need to feel they're worthy of love and affection."

Their photos are spread across the dining room table—at least two dozen different faces. Phyllis Morgans apologizes because "I couldn't find the other box of them."

She pores lovingly over the photos—some of them more than 20 years old and faded with time—putting a name to each face. There's Lisa, and Melissa, and Joe, and "James — he was the love of my life."

They are just a few of the 117 children that Phyllis and Merv Morgans have fostered for the past 23 years. Some came for a few weeks and moved on; others stayed with them for years. The latter include Marie and Alana, their current foster daughters, who have been with them for eight years.

They will probably also be the last. After more than two decades of fostering teenagers—almost all of them girls—the Morganses are thinking it's time to get ready for their retirement years. Son Brian is married to Bridget, and daughter Julie is engaged to be married and studying to become a veterinarian.

Fostering teenaged girls was not what the Morganses had in mind. But when they moved to Waterloo in 1968, there were no boys Brian's age in the neighbourhood, so they got in touch with the children's aid society to see about fostering one.

There were no boys the right age on the list, but, they were asked, how about taking a teenaged girl?

"We were going to try it for three or four weeks only, but within three months we had two girls, and within five months we had three," says Merv, an insurance executive.

All but a handful of their foster children have been adolescent girls. For a time, the Morganses' home was

Kathy and John Oldroyd believe that kids need structure, but not too much of it.

continued on the next page



Merv and Phyllis Morgans with Benji.

continued from the previous page

a group home that at one point housed 10 girls between the ages of 12 and 15. "It was a very interesting group of people," says Phyllis diplomatically. "Now, that was a zoo!" says Merv with amused candor.

Because their foster girls are usually teens, they have stronger memories of their families and often have regret and resentment over family breakdown. Many have no father image on which to base their relationship with Merv, and if they've

Anyone who takes on fostering should know that "the first year is the toughest."

had a difficult relationship with their mothers, "it affects their relationship with Phyllis," he says.

Acts of rebellion have taken the now-usual forms—drugs, alcohol, sex—"whatever was the 'in' thing at the time," says Phyllis frankly.

In spite of the double difficulty of coping with adolescent trauma and the trauma of family breakdown or abuse, the Morgans say there has been little negative effect. "We've never had a problem with damage, and no real problem with curfews," says Merv. "We've very seldom had runaways—when they do that, they're testing to see if you really want them back."

Most of the girls have grown up and have families of their own; many stay in touch. "Now is the time we reap the rewards—the calls and the visits," observes Phyllis.

"They tell us, 'Thanks for making me what I am,' but if they didn't have it in them already, they wouldn't have achieved."

Anyone who takes on fostering should know that "the first year is the toughest," cautions Merv. "Don't give it up the first year."

The Morgans have warm words for the support they've received from

Family and Children's Services of Waterloo Region over the years. "We can't speak highly enough of the support we received from the agency," says Merv, who served on its volunteer board of directors for about five years in the 1970s. "They've been there for us whenever we've needed help." □

FUNDAMENTAL FAMILIES: THE SECRETS OF EFFECTIVE PARENTING

What's the key to successful parenting? Here's what foster parents John and Kathy Oldroyd and Phyllis and Merv Morgans say has worked for them:

"If their time isn't structured, kids tend to get into trouble," says Kathy. Her foster and birth children are involved in sports and other activities, with two evenings per week kept free for family activities.

"Our main rule is: don't hurt yourself or anyone else," says Kathy. "But our philosophy is: Be a kid."

Children also should have a vote and a say in the family, says John.

The key to successful parenting is "being willing to put in the time with children," says John. Many parents get caught up in the day-to-day bustle and forget to set aside time to be with their children.

In the Morgans household, disciplinary action for infractions of the house rules would be meted out at round-table family discussions. "It's much more difficult to be disciplined by your peers than by your parents," says Merv.

Discipline or punishment should be handed down "at the point of impact," or as soon as possible after the misdeed, according to Phyllis.

Don't have too many expectations, but those you have should be firm ones, believes Merv. These include respect for others and others' property. □ —J.N.

VOLUNTEERS AT CPRI

When it comes to fund-raising, nobody does it better than the Volunteer Organization of CPRI, known as VOCPRI.

These volunteers managed to raise \$100,000 in nine months toward the purchase of two major items that have benefited the children served at CPRI in London. Of that, \$70,000 came in grants and donations from service clubs, foundations and corporations, thanks to VOCPRI's efforts in approaching the community for help.

One of the items was a wheelchair-accessible wading pool with a special overhead water spray. The spray offers a gentle mist and provides sensory stimulation for children who aren't able to splash about on their own in the pool. A \$25,000 grant from the Ronald McDonald Children's Charities of Canada (RMCC) helped to purchase the pool.

The other item purchased through VOCPRI's efforts was a state-of-the-art



Doug Sutherland photo

electroencephalograph (EEG) telemetry machine. This device helps to identify seizure activity in the brain through monitoring. The aim is to provide proper control and management of epilepsy and to understand the role of behaviour in treating epilepsy.

Under the leadership of VOCPRI president Corry Vanderwel, these special items were taken on as pet projects last September. The items

were in use by CPRI's young clients in June.

VOCPRI has worked in a fundraising role for 31 years to help meet the needs of clients and programs at CPRI. The volunteers hold an annual book sale every May in which 30,000 volumes change hands. □

*Brenda Pilley, Co-ordinator,
Volunteer Services, CPRI, London*

Brian McKnight
enjoys the
wheelchair-
accessible pool at
CPRI. Brian was an
honourary ribbon-
cutter at the opening
of the pool this
summer.

THANKS FOR THE NEAT VAN

A carefully-drawn, neatly-coloured blue van parked in front of an apple tree full of ripe, red fruit and fluffy white clouds floating lazily in the sky... That's Brian's impression of a scene showing a shiny new vehicle in which he and his young friends now ride to treatment programs and outings such as field trips or camping trips.

Brian, 9, attends classes at the Woodview Children's Centre in Burlington, a residential and day treatment facility for children who are experiencing social, emotional or behavioural problems. Woodview is licensed and funded by the ministry.

Jeanette and program manager Geoff Hall both appreciated knowing how much the van means to the kids at Woodview. □

Jack Stiff, Senior Communications Officer, MCSS Communications and Marketing Branch



Jack Stiff photo

Program supervisor Jeanette Johnson and program manager Geoff Hall admire a drawing produced by Woodview student Brian (centre) to thank the ministry for the funding that purchased a van for his school's outings.

Story and photos by Kitty McConnell

A HOME FOR TEENS WHO CAN'T GO HOME

Street kids are not just a big-city problem: here's how one community is dealing with it



Located within walking distance of downtown Chatham, Transition House was at one time a nursing home.

Chatham/Kent Transition House is a shelter for homeless youth that opened its doors in January. Every bed has been filled every night since opening day.

That's significant, because Chatham — population 40,000 and the heart of an agricultural community — is not a place that you would think could have a problem with street kids. But the presence of Transition House proves that homelessness among young people is not just a big-city problem — and Chatham has found a small-town solution by rallying volunteers and service organizations to deal with it.

"These are the small-town youth who will be our parents of tomorrow."

Transition House, which occupies a gracious old mansion near Chatham's downtown area, is a shelter for youth 16 to 21 years old. It's the result of more than two years of planning and effort by the community and social-service agencies in Chatham and Kent County to help their troubled youth, says Anne Coulter. Anne is a former worker with the Children's Aid Society of the County of Kent and was founding president of the board of directors for Transition House; she's now executive director of Chatham-Kent Community and Family Services.

The idea for a shelter came in 1988, when CAS staff reported that homeless youth were becoming a major problem

in the community. Many were young people who had left home due to physical or sexual abuse or parental drug or alcohol abuse, or because they had difficulty getting along at home. Many were showing up at the CAS offices asking for help. Some were sleeping under bridges and in abandoned buildings — anywhere.

Those who weren't asking for help were leaving town to go to larger urban areas such as Toronto or Windsor, says Anne Griffith, who

co-ordinates volunteer work at Transition House.

Anne, who recently retired from the Kent CAS as the agency's single parent worker, was well aware of the dangers of big cities — street crime, drugs and prostitution among them — that these young people would face. "We wanted to stop them. They needed our help here and now. These are the small-town youth who will be our parents of tomorrow."

A board of directors was formed from people in social-service agencies and service clubs to establish a shelter for homeless youth, says Anne Coulter. The idea was to provide a setting where these youth could be safe while

they received guidance and services to help them with their specific needs.

Much of the groundwork was done by CAS staff. "The CAS board of directors voted to allow one CAS staff to spend time as needed during office hours to help establish this shelter," says Anne Coulter. There were fund-raising events and guidance in determining the criteria for opening and running a shelter for youth that would meet the legal requirements of all levels of government.

At first, the board of directors felt a drop-in centre would meet the needs of troubled young people, rather than a shelter. It could still provide referrals and a listening ear, but the costs would be much lower, says Anne Griffith. So in September 1990, the doors to the first drop-in centre in Kent County were opened.

And no one came.

The volunteers and staff realized that much more than a drop-in centre was needed. So, they went back to their original idea of opening a shelter, says Anne Griffith.

The board incorporated Transition House as a registered charity, and appealed to the people of the community for the necessary funds, equipment and supplies to open the doors as an overnight shelter for area youth. They were overwhelmed with the response. Local businesses and service organizations provided everything from bedding to food. More than 60 people volunteered their time to do everything from cooking and carpentry to sports with the youth.

MCSS provided \$25,000 in start-up funding and another \$25,000 annually. Among the fundraising efforts was one by Southwestern Regional Centre staff in nearby Cedar Springs. Staff raised \$1,458 in pennies as part of SRC's 30th anniversary Challenge Cup event.

Setting up rules for the day-to-day operation involved some trial and error after the house officially opened. "We quickly found that we should set limits and house rules for the youth to ensure they obtain the help they need," says



Melanie Austin, executive director of Transition House.

Youth stay for up to 30 days, and are required after a two-day grace period to sign a contract with the shelter staff that will help them fit back into society. "They must complete a weekly job search, attend specialized courses through the CAS office and follow all house rules," says Melanie. "We assist them in getting counselling or whatever other service is needed."

Residents can be put on probation (which involves a verbal and a written warning) for infractions of the house rules, such as failing to contribute to household chores, and they can be expelled from the shelter.

All the residents are urged to stay in school and to find full or part-time work, says Melanie. At age 16, however, young people are legally old enough to leave school if they want to, so they can only be encouraged to stick with their studies.

One counselling course that is available to them is a course in independent living that is offered by the CAS. It teaches essential lifeskills such as budgeting and housekeeping, and help is also available in finding housing.

In the first six months of operation, 43 young people stayed at Transition House. Seven have returned to their homes and 16 have gone on to independent living.

"Stephen" is one of those who credits Transition House with setting him on the right track. The 17-year-old left his home due to family problems. He now shares an apartment with another youth and, recognizing how essential an education is, he plans to return to school to complete his remaining two high-school credits.

"I know what I want to do," he says. "I plan on going on to university to get a teaching degree — I would like to become a gym teacher."

He hopes his 96-per-cent grade average will get him an academic scholarship to university in Windsor or Waterloo.

"I'll work part-time and go to school part-time," says Stephen.

"So far, five years of my life are gone — wasted. I hope the future will be a lot better than the past."

Stephen still stops in at the shelter. The drop-in centre still runs there daily from 4 p.m. to 11 p.m..

Former residents are encouraged to come by for dinner, have a chat and talk about their problems. "Some of the youth who are now settled into the community still come for dinner occasionally," says Melanie.

Because of Transition House, "our youth are still here in the community."

Transition House was conceived and implemented by a community that cares enough about its youth to help them, says Melanie. "We want to do more in the future, though." Providing in-house counselling and a brochure that will advertise the shelter and its services are among future plans.

Community-operated shelters for youth may become the wave of the future. During the summer, London's community and protective services committee endorsed the idea of a safehouse for runaway youth 12 to 17, which has been proposed by the Children's Aid Society of London and Middlesex. If it becomes a reality, it will be the first such shelter for children under 16 in Ontario.

Kitty McConnell is a freelance writer and photographer in Toronto.

Melanie Austin, executive director of the shelter, presides over dinner.

**All the residents
are urged to stay
in school or find
work.**

Story by Marilyn Peterson, H.B.S.W

THE FACTS OF LIFE

A special program teaches "the basics" to people with developmental handicaps



Social worker/instructor Marilyn Peterson congratulates resident and graduate David Bademan at the graduation party for those who completed the first social sexuality program at Northwestern Regional Centre.

Sex is an uncomfortable topic for a lot of people. This, combined with a shortage of good resources, has resulted in a lack of effective sex education for people with developmental handicaps.

As the province's residential facilities continue to downsize under the Multi-Year Plan, sex education can no longer be postponed.

Having been institutionalized for most or all of their lives, many residents of large facilities are not ready for what is expected of them in the community. They have lived sheltered lives. Public health programs have been tried, but aren't necessarily

geared to the experience, environment, knowledge and learning style of people with developmental handicaps.

The majority of people with developmental handicaps who still live in residential facilities are adults. Many have had sexual experiences, or are aware of sex.

The idea of a social sexuality program for residents of Thunder Bay's Northwestern Regional Centre was greeted with some skepticism. Participation was voluntary, and some felt that participants would drop out along the way. But the first four participants have "graduated" from the 18-session program, and several have

asked to continue.

The key to success, it's believed, is giving the participants ownership of the program and the opportunity to make choices — something that's not always a part of life in an institutional setting. Everyone had a say in setting rules for the group.

The program goals were to increase self-esteem and self-awareness, and to enhance appropriate personal behaviour. To achieve those goals, the program covered such topics as responsibility in relationships, the right to say no to physical advances and emotional pressures (and what to do when "no" isn't respected), and basic information about anatomy, including birth control.

The program provided an information-sharing session for parents and caregivers to encourage the reinforcement of acceptable behaviour when social sexual issues arise. Participants were also provided with at least two people they can trust and approach with a problem.

Vocabulary is an important aspect in talking about sexuality. Words like "male" and "female" had to be defined for the participants when it was discovered that most of them — while they thought of themselves as "men" and "women" or "boys" and girls — didn't understand the concepts of male and female. To make sure everyone understood, correct anatomical terms were combined with more familiar slang in the discussions.

The social aspects of sexuality were

explored through role-playing. Simple things, such as giving and accepting a compliment, proved to be very difficult. Convincing one of the participants to refuse a ride from a stranger, no matter what the enticement (such as a box of chocolates), took many repetitions of the same scenario.

Obviously, there is a lot of humour in discussing human sexuality with people who tend to be very literal-minded. For example, one participant's response to what to do when a woman starts to menstruate was "Call 911."

Birth control devices were brought in to examine at first hand. Practical experience in learning how to apply condoms was provided through the use of plastic models. Matters such as

personal hygiene and safe sex practices were included.

One of the most important issues to convey about sexual relations is that it requires the consent of both people. This can sometimes be a grey area, given the living arrangements of people in an institution. Each person in the group established at least two people they can approach in the future if they have a problem or concern.

Was the program a success? It's difficult to assess how much information people absorb and will remember. Those who teach people with developmental handicaps know that what is taught and learned can't always be measured. There are assessment tools, but they don't necessarily cover all aspects of your

program. The participants in this first program were all skilled verbally; future programs to include non-verbal people will present unique challenges.

Graduation for the first group included a pizza party with each person receiving a certificate and class photos to keep. As with many of the sessions, the participants didn't want the program to end.

The enthusiasm of this first group, and their future as members of a community outside an institution, are two reasons why human sexuality programs must be a regular part of any residential facility for people with developmental handicaps. □

Marilyn Peterson is a social worker at Northwestern Regional Centre in Thunder Bay.

Story and photo by Susan Best

A WEDDING AT RIDEAU



Nervous bride Paulette Clermont and happy groom Francis Dobratz just prior to their marriage ceremony before a justice of the peace.

Like many couples, their wedding day was the culmination of years of anticipation and planning, but it was even more so for Francis and Paulette, who are both long-time residents at Rideau Regional Centre.

Francis has lived at Rideau for 38 years, Paulette for 34. For the past 16 of those years, they have felt a special commitment to each other. Their commitment was such that 11 years ago they decided they wanted to be married.

With the support of staff, family and friends, they dealt with the many requirements and emotional considerations that two people face when making this kind of decision.

Like all couples, they found their wedding day required a great deal of preparation. Both Francis and Paulette were involved in the initial planning and final arrangements for the marriage ceremony, reception and honeymoon at a local hotel.

"It makes me happy to be married to Francis Dobratz," is the way Paulette sums up the whole experience. Francis says, "I feel better now that I am married to Paulette."

The couple continue to live at Rideau, in a room that was specially set up for their needs. □

Susan Best is acting audio-visual co-ordinator at Rideau Regional Centre in Smiths Falls.

On March 5, 1991, Francis Dobratz and Paulette Clermont were married at the Court House in Smiths Falls.

SOUTHWESTERN CELEBRATES 30 YEARS

While turning 30 should be a minor milestone for most, at Southwestern Regional Centre a 30th birthday means something big.

More than 8,500 invitations heralded a wide range of activities to celebrate. They included two dinner-dances for former and current residents, two track and field meets, a special chapel service for former and current chaplains, the grand opening of a family patio area, a Challenge Cup, an appreciation barbecue for community employers of residents, a flag-raising in honour of senior residents, a spectacular fireworks display, an open house, a walk down memory lane, SRC "Trivial Pursuit" and a

reunion of former and current staff at a home-coming dinner/dance.

Organizers' hollers for help were answered by a legion of volunteers. SRC boasts a roll call of 105 service clubs and organizations to help as well as 82 active adult volunteers, 45 teen volunteers, 243 elementary school volunteers, a faithful SRC auxiliary of parents and countless staff volunteers.

What did our 30th birthday teach us? That Southwestern Regional Centre is not just buildings: it is people. We can hardly wait for mid-life! □

Joan Eastman

Editor, CentreStage, Southwestern Regional Centre, Cedar Springs



The zany antics of a staff Challenge Cup were some of the highlights of a cornucopia of celebrations during June's 30th anniversary celebrations at Southwestern Regional Centre.

TWO DECADES OF 'THE HEIGHTS'

Prince Edward Heights was a beehive of activity during the summer—the facility in Picton celebrated its 20th anniversary with a home-coming weekend and followed it up by hosting the annual direct care conference for facility staff.

The 20th anniversary home-coming weekend in early May recalled how the former army base became a facility in 1971. Among those on hand were past administrator Fred Purificati from Peterborough Area Office; Prince Edward/Lennox and South Hastings MPP Paul Johnson, who was an employee at PEH for 17 years; and June Crittenden, the very first client at PEH.

The three days of festivities included a kick-off at the Village

Assembly Hall, the planting of 20 commemorative trees in the Village Park, a pub night, wine and cheese party and a dinner-dance.

Then in June came "Meeting the Challenge," the conference for direct care staff. There were more than 300 participants hailing from such places as Thunder Bay and Brockville, and a few guest participants from Winnipeg and Buffalo.

The 40 presentations and workshops covered a variety of topics. Among them were creative art therapy, the law and developmental handicaps, computer resources for persons with special needs and recycling programs for facilities.



Rev. Bill Kidnew assists client June Crittenden in cutting the 20th anniversary cake at the PEH homecoming weekend kick-off. June was the first client to come to PEH when it opened in 1971.

Dialogue's a Winner...



Peter Taylor photo

Debbie Adamson, Julia Naczynski and Robert Miller

Dialogue has been judged the best periodical publication in the Ontario Public Service.

Your employee publication received the Jack Busby Memorial Gold Award for excellence in government communications at an annual competition in June. The

competition is sponsored by the Information Officers' FORUM, a voluntary organization for people who work in communications for the Ontario government.

The judges praised *Dialogue* for its "strong, sparkling writing" and noted in particular the layout, photography, creative approaches and headlines as

worthy of mention.

Dialogue is produced by the Communications and Marketing Branch. Named on the award were editor Julia Naczynski, manager Robert Miller and supervisor of creative services Debbie Adamson. □

...but we can't do without you

What's an employee publication without employees in it? Contributions of photos, story ideas or suggestions and written submissions from ministry staff are always welcome at any time for *Dialogue*. You don't have to be a professional writer or photographer—the important thing is to let us know what's going on in your office or facility.

Is a long-time colleague retiring? Is your workplace hosting a conference or marking a special event? Is there a human-interest story in your office? Then get it in *Dialogue*—the inquiring minds of *Dialogue* readers want to know.

Just to give you some ideas, some recently-published items of the kind we're happy to print are: a conference for ministry purchasing officers; the graduation of probation officers from the PO II program; recycling efforts at a facility; and environment-conscious Earth Week activities at another facility.

We're also interested in hearing about successful or innovative programs and services your workplace administers, or that your transfer payment agencies are running.

All you have to do is pick up the phone and call the editor, Julia Naczynski, at the Communications and Marketing Branch (416-325-5168). Or fax us your ideas at 325-5172. Or, send those photos, submissions or story ideas addressed to *Dialogue* at the C & M Branch, 80 Grosvenor Street, 7th floor Hepburn Block, Queen's Park M7A 1E9, through the government mail. Or, e-mail the editor at NACZYNSKI_J at HCMB1A.

A PAT ON THE BACK IN PICTON

Dialogue isn't the only publication in the ministry to make its mark.

Reaching New Heights, the newsletter for Prince Edward Heights in Picton, also got a thumbs-up from a professional organization.

It was recently critiqued by *Editor's Forum*, a U.S. publication aimed at helping the editors of hospital

publications do a better job of communicating.

Editor's Forum praised *Reaching New Heights* as being both interesting and meaningful by providing an insider's viewpoint, mainly because writers are members of the departments they write about. It cited Gord Fox, manager of automation services and applied technology, for a

story in a recent issue about new computer systems, and Annette McIntosh, a typist, for a story about Central Typing.

Congratulations to *Reaching New Heights* editor Vern Armstrong—who contributes PEH news and photos to *Dialogue*—for the well-deserved pat on the back. □

REACHING NEW HEIGHTS

A VISIT TO OAKLANDS

Oaklands staff photo



Minister Zanana Akande toured Oaklands Regional Centre in Oakville in June. ORC is a Schedule II facility and serves the needs of about 120 adults and children with developmental handicaps. While there, the

minister mingled with ORC staff. She also dropped by Thistleoaks Child Care Centre, an on-site centre for the children of staff and the community, where she was given a drawing by one of the youngsters who attends the child care centre. □

DALE TOMS RETIRES

After 35 years with the Ontario Public Service, Dale Toms has retired.

Dale retired as an eligibility review officer from the Kenora/Rainy River District Office on July 31. He started in the OPS as a stockkeeper with the then-Department of Highways in 1956, where he earned \$178.33 — per month. A promotion six months later gave him an additional \$35 per month in pay.

Dale stayed with the Department of Highways until he took military leave in 1971 to become a supervisory officer for the Air Cadet Flying Scholarship Program. He had prepared for this role with service in the Canadian Forces Supplementary Reserves and received RCAF officer's training in British Columbia.

When he came back to the OPS in 1972, it was to the Department of Social and Family Services as a general assistance clerk. He later became a welfare field worker, was briefly an acting general services super-

ORIENTATION IN THE SOUTHWEST

"Up, Up and Away" was the name given to an orientation conference sponsored by the Southwest Region aimed at acquainting new managers with the workings of MCSS.

About 50 managers, new to the ministry or to the Southwest Region, attended two days of workshops in June, where they gained a working knowledge of programs and services in the region. Held at the Elm Hurst Inn near Ingersoll, it was the second annual orientation program sponsored by the region for new staff.

Participants learned, for example, that the Southwest Region has more than 3,400 staff and 1,110 transfer payment agencies. The region has responsibility for more than \$715 million in transfer payments and



Brenda Price, an office supervisor with the Hamilton Area Office, displays a souvenir from the recent orientation conference held near Ingersoll.

direct operating expenditures.

Presentations covered topics such as the ministry's decision-making structures, management priorities, automation and employment equity. The workshops covered such specific areas as child care, income maintenance, services for people with disabilities and services for children. □

visor and stayed in income maintenance until retirement.

Dale married his wife, Sharon, in 1977. Among other activities, he served as chairman of the Notre Dame Keewatin Credit Union's supervisory

committee for three years and served as secretary of the board of directors for the Kenora Fellowship Centre. He can speak some Ojibwa, which is a considerable asset in northern Ontario, and he has a private

pilot's licence earned in 1971. He studied psychology through Lakehead University extension courses and social service administration through Ryerson Polytechnical Institute's correspondence studies.

Dale's hobbies have included sketching, reading, badminton and judo. □



Evelyn NiColas, income maintenance supervisor, with Kenora office retiree Dale Toms and Ab Johanson, a retired district manager and Sue Braun, who was Kenora district manager (she's now in Thunder Bay). The occasion was Dale's recent retirement party to celebrate his 35 years in public service.

PROBATION OFFICERS II GRADUATE

A proud baker's dozen of ministry probation officers from throughout the province have graduated from the PO II professional development program at York University. They are the second class to graduate from the Centre for Continuing Education course since it was reformulated into a workshop format in 1988-89.

Those who graduated on June 20 include (seen in photo, front row) Zoltan Kovacs of Sault Ste. Marie, Terry Hornby of Brantford and David Pringle, Sioux Lookout. In the back row are graduates Therese Michelle

Dompierre from Milton; Patricia Murphy of Toronto East; Sue Herbert, who is director of Operational Co-ordination and guest speaker at the graduation; and Kathleen McKinnon of St. Catharines. Their fellow graduates were: Bonnie L. Corey, Mississauga; Debra-Lynn Mills, Elliot Lake; John Mills, Brampton; Paul Ste Marie, Thunder Bay; D. Lee Tustin, Niagara Falls; Sharon Vale, Peterborough; and Georgina Zaharuk, London.

Probation officers may



upgrade their knowledge, job skills and classification from PO I to PO II through studies involving nine workshops in law, social work and social

administration, over a period of 18 to 24 months. Contact Brendon Stacey in the Program Co-ordination Unit at (416) 325-5440 for more information. □

Federated Health goes over the top

Many thanks to those who contributed to the 1991 Federated Health Campaign or who participated in fundraising events. MCSS contributed \$66,232 to the campaign — well over the ministry goal of \$60,500. The final tally for the overall campaign was \$1.4 million; the original goal was \$1.2 million.

The Federated Health Campaign supports 13 health-related charities and is conducted among Toronto-area provincial employees. □



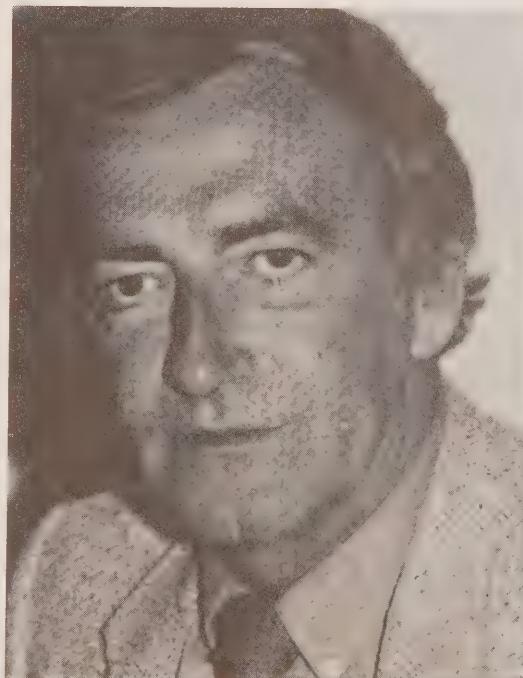
IN MEMORIAM: MIKE KINDER

Mike Kinder, a long-time employee with the Ontario Public Service, has passed away. He served as director of residential services at South-western Regional Centre for the past eight years.

Mike began his career in the OPS in 1963 as a welfare field worker. He quickly proved his dedication to human services and was rewarded with promotions to senior-level management positions in Toronto, Barrie, York/Peel, Lindsay and Windsor.

While at SRC, Mike also served as an acting manager for the developmental disabilities program unit which develops policies for Ontario's Multi-Year Plan, which is moving people with developmental handicaps out of institutions and into the community.

Mike will be remembered by his many friends and colleagues for his qualities of genuine kindness, intellectual wit and



endearing charm.

A "memorial grove" commemorating SRC's 30th anniversary this summer has been established through the Mike Kinder Fund. Trees will be planted in memory of SRC residents and staff who have

lived or were employed at SRC. The first tree-planting ceremony took place following a memorial service for Mike on June 21, along with seven other trees in remembrance of four residents and three staff who have passed away during the year.

AN INSIDERS' VIEW OF BLUE JAYS KIDS DAY

by Jeff Nickerson, Clerical Assistant and Kathy Balec,
Planning and Systems Unit, Thunder Bay Area

Editor's Note: Many MCSS staffers donate their time to escort the children who attend Blue Jays Kids Day, and this year was no exception. It seems the staffers are just as excited as the kids about the day, as this edited version of a story which first appeared in the Thunder Bay Area Office newsletter NEWSLINK illustrates.



Kathy Balec, left, and Jeff Nickerson of the Thunder Bay Area Office met Minister Zanana Akande at Blue Jays Kids Day in June.

A very excited and hyped-up group of 24 in total congregated at the Thunder Bay Airport at 10 a.m. to catch the plane for Toronto. For a few in our group it was their first plane ride.

After a ride on the moving sidewalk through the Toronto airport, we were met by Barb of the Variety Club, who welcomed us, then directed us to our bus. Our bus was caught in a traffic jam for over an hour because of a bikini contest taking place on the beach.

Once at the SkyDome we took an elevator (all 24 of us together) to the top level, which works out to approximately 15 storeys high. As we settled in our seats for the game we noticed that the cameras were on the Jumbo Screen. Not to be outdone we got our Thunder Bay city flag and began waving frantically!! Our efforts were soon rewarded when we appeared not only on the Jumbo Screen but on nationwide television coverage of the game.

During the game we were visited by our minister, Zanana Akande, who was going around to meet the kids and escorts. She was very happy to be a part of the game and pleased to meet our group. She also enjoyed stopping for a minute to allow us to take some pictures with our group.

When the game was over with a 6-1 Blue Jay win against the Seattle Mariners, we headed out of the dome to find our bus which was easy to find with our big sign reading "Thunder

Bay" (thanks, Sam Nishimura!). Try finding your bus when there are about 100 yellow school buses in the parking lot!

While boarding the plane one of the kids stopped to look in the cockpit, and the pilot invited him to sit with him during take-off (quite a ride for only his second time in a plane). During the flight each of us got to go up to the cockpit for a quick lesson in flying. As we approached Thunder Bay the pilot invited one of the other kids to join them for landing. We arrived home safe and sound and a wonderful time was had by all!

Blue Jays Kids Day is sponsored annually by the Blue Jays Baseball Team, the Variety Club of Ontario's Tent 28, and MCSS.

The Blue Jays donate 5,000 game tickets, the Variety Club pays the costs of the air and bus transportation (outside of Toronto) and ministry staff join in to co-ordinate the arrangements.

For the ninth year running, this day was dedicated to providing an opportunity for a child who would otherwise not have the chance to travel to Toronto and attend a major league baseball game.

John Wilson, a program supervisor in the Ottawa Area Office, has travelled by bus with the children from the Ottawa area in previous years. John says it's hard to equal the enthusiasm that these children display during the bus ride to Toronto. Most do not have the chance to travel outside their home community, and Blue Jays Kids Day is an exceptional treat.



Ministry of
Community and
Social Services

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Dialogue

VOLUME 15, NUMBER 1, WINTER 1992



NEW WAYS OF WORKING • *Earning time off with a compressed work week • Temporary assignments and other "windows of opportunity" • Job shadowing at Oxford • Survivors of abuse: your co-workers • ALSO: Our new minister and deputy minister*



dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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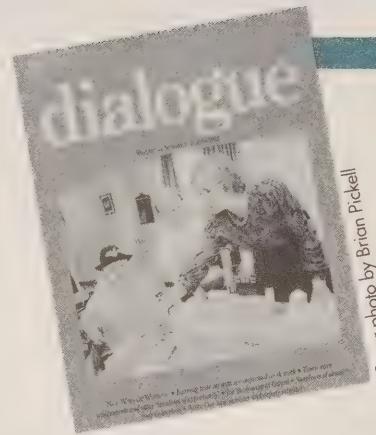
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Cover photo by Brian Pickell

A nyone who works for a living will be interested in many of the feature stories in this issue of *Dialogue*. The focus of our issue is on new ways of working in the ministry.

Surveys show that many working

OUR COVER AND THEME

people would gladly take a cut in pay if they could receive more time off work in return. Thanks to the Compressed or Variable Work Week plan, the ministry employees who participate in this program don't have to (page 7). Read how temporary assignments, leaves of absence and developmental assignments are helping ministry employees grow on the job (page 10) — employees like Martha Goodings, seen on the far right of the cover photo with Phyllis Wright and Glennis Barkley, looking at a model of the Moss Park housing project. Everybody who plans to

work a significant number of years should think about long-term goals; that's why career planning is for everyone (page 20). AIDS was "the" workplace issue of the '80s; in the '90s, it may be how to help co-workers who have survived (and perhaps blocked out) abuse (page 16).

Many thanks to freelance editor Brenda Kosky, who took over the editorial reins, while I was ill. If not for her capable help, the Winter issue of *Dialogue* would likely have been delayed until April!

— Julia Naczynski, *Editor*

WORKSHOPS AIM TO RAISE AWARENESS OF NATIVE CONCERN

An annual conference was held in Kenora in October, featuring workshops and speakers addressing the need to educate people on the aboriginal way of life.

Approximately 150 MCSS employees from Thunder Bay, Fort Frances, Red Lake, Sioux Lookout, Dryden and Kenora attended the three-day conference at the Inn of the Woods.

"The intent is to promote an awareness of First Nations for our employees," says Donald Copenace, program assistant at the Kenora MCSS office. A significant number of the ministry's clients are aboriginal and employees need to better understand aboriginal culture and concerns, he says.

The conference, called *First Nations Yesterday, Today and Tomorrow*, featured guest speakers Ovide Mercredi, national chief of the Assembly of First Nations; Phil Fontaine, head of the Manitoba Assembly of First Nations; Bentley Cheechoo, Grand Chief of Nishnawbe-Aski Nation; and Steve Fobister, Grand Chief of Council Treaty 3, who was at one time an



Ovide Mercredi, national chief of the Assembly of First Nations, meets Doug Hayman, Northwest Area manager.

MCSS probation officer

Conference workshops focused on dealing with aboriginal culture, aboriginal women's issues and aboriginal justice.

Dougald says it is understandable how non-aboriginal people may not

know much about aboriginal culture because they are not exposed to it. "People, being who they are, become isolated with their own family and work," he explains, without learning more about different cultures, "people and society cannot evolve."

By Elizabeth Marsh

MARION BOYD, OUR MINISTER

Although Marion Boyd was appointed to her present position on October 15, it's still appropriate to welcome Ontario's new Minister of Community and Social Services and to tell *Dialogue* readers about her.

First of all, we know that Marion Boyd is an extremely busy person, holding both the complex MCSS portfolio and that of Minister Responsible for Women's Issues. She chairs the Cabinet's Committee on Social Policy, which discusses major social issues and reviews proposals aimed at achieving social change. She is also a member of the Management Board of Cabinet, which has the responsibility of co-ordinating the government's financial and administrative operations.

Marion Boyd has an impressive background in social welfare. In 1977 she became administrator of Willowdale's Kaleidoscope Preschool Resource Centre and was, at the same time, a member and committee chair of the Toronto Daycare Advisory Committee. She served on the board of directors of Umbrella Central Daycare Services in Toronto and was a member and secretary of the London Daycare Advisory Committee from 1986 to 1989.

She was spokesperson for London's Coalition on Welfare and Social Benefits in 1985, and from 1984 until she became an MPP was executive director of the London Battered Women's Advocacy Clinic.

Twice president of the London Status of Women Action Group, Mrs. Boyd also chaired the board of London's Cross Cultural Learner Centre. In 1989 she won the Mary

Campbell Community Service Award from Information London, for her contributions to improving access to services, promoting equality of opportunity and creating a more informed community.

An active member of the NDP since the mid-1970s, she was her party's candidate in London in one federal and three provincial elections. In the 1990 provincial election, she became MPP for London Centre and took her place in the Cabinet as Minister of Education.

Mrs. Boyd was born in Toronto and has also lived in Sarnia and Willowdale. She is a graduate of York University, where she earned a B.A. in English and History. She worked at York until 1973, part of that time as assistant to the president of the university. The following year she demonstrated her interest in women's issues by organizing a national convention for women in education.

In 1975/76, she worked with York faculty members and helped them win their first union contract. From '76 to '81, she conducted a tutorial in feminism at York's Stong College and in 1980/81, taught a day care administration course part-time at Toronto's Centennial College. Since 1981, she has called London, Ontario, her home. She enjoys spending time



Marion Boyd, Minister of Community and Social Services

there with her husband Terry and daughter Tina, or at their cottage on Lake Huron. Gardening and reading mystery stories are favourite pastimes, if and when time allows. Unfortunately time did not allow us to find out the name of our minister's favourite mystery author. At the time of writing this remains — a mystery.

Elizabeth Marsh is a public relations officer with the MCSS Communications and Marketing Branch.

By Elizabeth Marsh

A CHAT WITH CHARLES PASCAL

"Are you having fun?" is a favourite query.

Tieless and wearing an open-necked shirt, Charles Pascal doesn't look like your average deputy minister.

He doesn't sound like one either. "Are you having fun?" is a favourite greeting, a query likely to startle those who don't anticipate having fun on the sixth floor of the Hepburn Block.

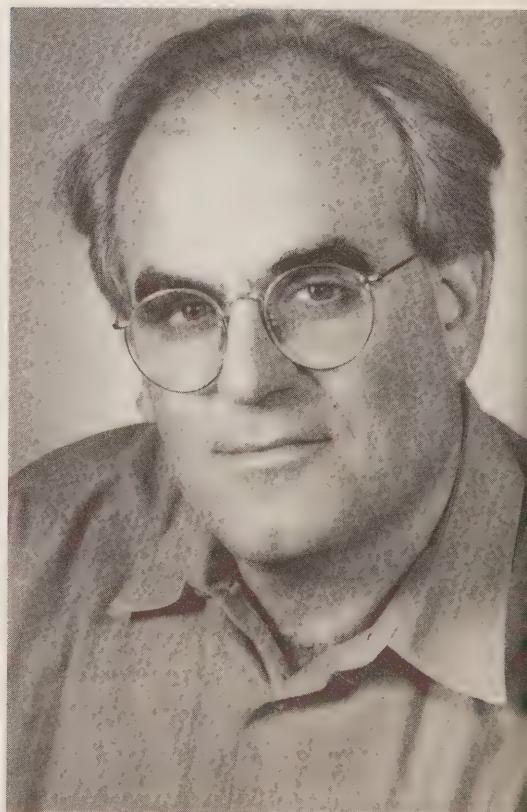
But it's not an idle question. Charles Pascal believes that daily work ought to be fun - that it should evoke a feeling of satisfaction and a sense that one's contribution has made a difference. In fact, he keeps faithful records in his professional development diary to make sure that he himself tries to make that little bit of difference each day, and that he's continuing to make progress with his lifelong self-assigned learning program.

Just outside his office door hangs a souvenir poster from the Stephen Leacock Centennial celebration in 1970. Somewhat battered around the edges from re-hanging through the years, the poster carries a likeness of

Leacock and his quote: "I am a great believer in luck, and I find the harder I work, the more I have of it."

It's a fitting motto for a man who works out at the Y every morning at 6 a.m. as "tension prevention" against the long days that are common for Charles Pascal.

Deputy Minister of Community and Social Services since late August, he believes that MCSS is "a wonderful



Charles Pascal

family...relatively free of the usual sibling rivalries", and voices frustration that he has not been able to meet all 11,000-plus ministry staff. The wish to meet with staff is not motivated solely by sociability; Charles maintains a profound faith in collaboration based on shared power, input and dialogue. He sees collaboration as the best way to do business, whether within the ministry, among ministries, or in relationships with our many community-based partners.

He believes that the present economic hard times — the new reality — make partnership more important. When, as Charles puts it, "fiscal restraint and economic renewal come face to face with demands for social justice," he recommends "tables of diversity" where people from disparate backgrounds can sit down together and figure out new ways of doing business.

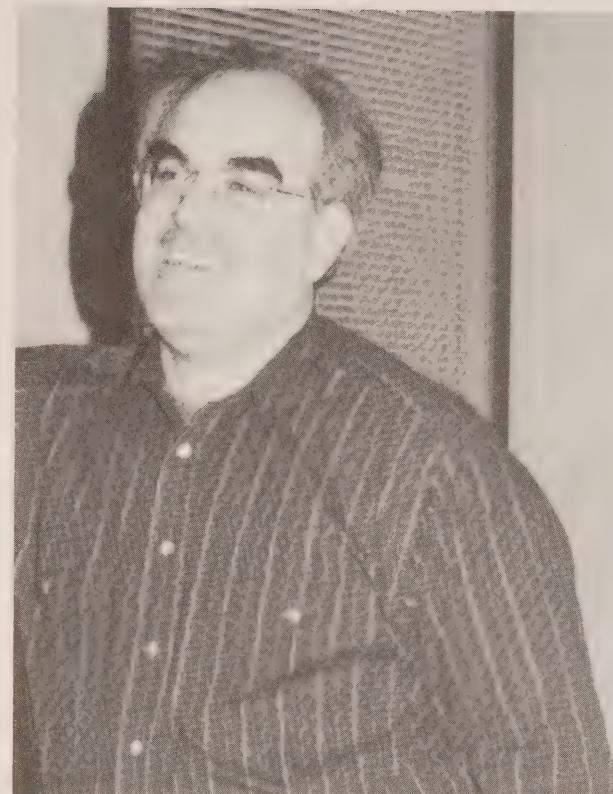
Such community-based "tables" would include, for instance, people from agencies dealing with children at risk, employers, unions and other local leaders. Together, they would work out plans that are sound economically as well as socially.

"We're suffering from hardening of the categories," he says. "We can't have social policy over here, economic initiatives over there, and never the brains shall meet. We must integrate our social and economic approaches."

New ways of dealing with the new realities will likely include new ways of looking at our organization. The new deputy prefers organizational charts based on interlocking circles rather than the traditional hierarchical looking structures.

Charles is optimistic about MCSS's future, and he enjoys working closely with Marion Boyd, the Minister of Community and Social Services since October. "She has the instincts, understanding and experience of a 20-year veteran," he notes. "She really understands the relationship between program delivery and policy."

Good leadership is another of Charles' priorities, and he believes in



Julia Naczynski photo

"leadership through behaviour, not leadership through rhetoric." He feels at home in MCSS, he says, because so many working in the ministry are highly motivated, committed people.

His most memorable day, thus far, is one spent with income maintenance officers in the field, getting to know the people who work directly with social assistance clients, and gaining new insights into their demanding and sensitive jobs. "Equitable access to opportunities for meaningful self-sufficiency", is how Charles voices his views on social services.

Charles also welcomes Marion Boyd's strong interest in the child, in eradicating child poverty, in fostering healthy children and healthy families and he is excited about the *Better Beginnings, Better Futures* project, a 25-year study designed to prevent family problems before they begin. He believes that government needs more such long-term research programs.

Looking ahead, Charles declares himself undaunted by the prospect of "sharing the leadership" of the province's second-largest ministry.

From a chat with John Sweeney, former Minister of Community and

Social Services, Charles recalls some good advice: "If you think you'll be able to change the world during your tenure and make it all better, you're setting yourself up for constant failure. Success comes in small increments."

Charles agrees. He hopes he will stay long enough with MCSS to "get a handle on it, and then have a year or two of giving back to the ministry the best I can be." His job would be daunting, he reflects, "only if I were insecure enough, or stupid enough, to try to do it alone."

"I like coming to work each day," says Charles.

The only thing he might enjoy more, he suggests, is a similar job studying social services in the Dominican Republic where the baseball season lasts all year long.

"Baseball is a metaphor for life," he muses philosophically.

How so?

"In every way...but let's save that for another chat."

Elizabeth Marsh is a public relations officer with the MCSS Communications and Marketing Branch.

"I like coming to work each day."

By Elizabeth Sharp

BALANCING WORK AND FAMILY

Flexibility will be a key to helping employees cope with work and personal responsibilities

Juggling work and family responsibilities is fast becoming a major focus of human resources planning in this decade. People are racing through their lives trying to meet everyday commitments both at home and at work, from caring for elderly family members to bringing their children to child care. It's clear that the pace of life can be hectic for many and that the consequent stress is exacting a tremendous toll.

Family situations often affect the demands people bring into the workplace. The concept of viewing work and family together helps not only the employees, but also the employer. When family responsibilities can be met more easily through a supportive work environment, the employee has more energy and commitment to offer to the organization.

The rise of work and family as an issue can be attributed to a number of factors. By the end of the century, women will comprise 50 per cent of the

work force in Canada. (Within the Ministry of Community and Social Services, 66 per cent of current employees are female.) Dual-income earnings are a necessity for most families — the number of two-parent families below the poverty line would increase by a staggering estimated 78 per cent if only one person in the household were employed.

Demographic trends point strongly to a shrinking labour pool of skilled entry-level workers and those in the middle-age range. Companies will have to compete to attract and retain employees.

Companies that have responded to work-family issues have reported a reduction in stress-related illnesses; lower absenteeism; improved morale; and higher productivity.

Mary Kardos Burton, acting director of Human Resources, recently spoke of work and family concerns at the Southeastern Regional Finance Forum in Haliburton. In her speech, she identified some of the barriers preventing the effective

implementation of work and family programs such as inconsistent policies, traditional attitudes, lack of managerial awareness and difficulties in maintaining effective levels of customer service.

The ministry's Human Resources Branch is committed to overcoming some of these barriers and changing the ministry's corporate environment to make it more supportive of family issues.

In a recent presentation on balancing home and career, Assistant Deputy Minister of Finance and Administration John Burkus said that work and family issues do not pertain exclusively to women. "We need to strike a balance of work and personal responsibilities for all employees, including those who don't have children or elderly relatives," he told the Northeast Area management group in Timmins.

There are many initiatives which can be taken towards the creation of more flexible and productive workplaces. An information package on current benefits, services and programs is being prepared to send to all ministry employees. The development of new policies and programs focusing on alternate and flexible work arrangements is also under way.

However, one must keep in mind that what works for one organization may not necessarily work for another. We need policies that are both tolerant and flexible. □

Elizabeth Sharp is a program consultant with Planning and Organizational Review, MCSS Human Resources.



Wendy Grace photo

By Alan Fleming

HAPPY FRIDAYS A HIT AT MCSS

These effortlessly-earned days off are giving employees something money can't buy — more free time

First there was the hula hoop, then the Slinky, then the pet rock, and now, at MCSS...Happy Fridays are all the rage.

Happy Fridays, Golden Fridays — whatever you call them, they are more than a trend. Extra time off is the "perk" of the '90s, and more and more ministry staff are opting for this new work style.

Happy Fridays are the reward of the Variable Work Week system (VWW), also known as Compressed Work Week (CWW), which allows employees to earn a regular day off simply by working a little longer each day.

The Windsor Area Office was the first to negotiate a VWW agreement through the Ontario Public Service Employee Union (OPSEU) and its joint Employee Relations Committee (ERC). (See the box, "How VWW works in Windsor area.") The agreement was implemented in the ministry's local offices in Chatham and Sarnia on January 1, 1989, with the Windsor office itself following a year later.

Gino Franche, bilingual probation officer with the Chatham Local Office, was one of the first people in the ministry to enjoy the benefits of VWW. He says the day off helps relieve stress. During a particularly busy work period, "you can really look forward to your Happy Friday. They are a major bonus. We call them our Mental Health Day."

He says some people were suspicious at first — among them,



Gino Franche

Canapress photo

people like his father who, Gino says, is from the older school of thought where work means 9 to 5, Monday to Friday, every week. "He had a difficult time with it, but now he understands the mathematics involved."

Gino says some skeptical friends viewed it as a "free" day off "but," he points out, "the time IS earned."

He says that on Fridays there are fewer staff to cover responsibilities at his small office, "so we have to safeguard against any crisis that could arise." This means careful planning for coverage and making sure someone else can act as standby. "This way, the public is still served and customer service is not endangered."

Gino uses his extra day off for outdoor activities such as golfing and fishing in summer and skiing in the

winter, or just to get a head start on the weekend. He says VWW is "fantastic for travels and quick getaways. If it weren't for my VWW day, I'd have to use up vacation days for certain long weekends."

He says that the best thing about it is that "over the course of the work year, it feels like having the equivalent of three weeks extra vacation time on top of the three weeks holiday stretch I can already take in the summer."

It's even better when VWW day happens to fall on a weekend when the Monday is a statutory holiday. "This seems to happen about twice a year," Gino says.

He adds that VWW is a source of humour at the office. "We're always razzing each other about who has or doesn't have their lucky Friday coming

"It feels like having the equivalent of three weeks of extra vacation time."



Canapress photo

Bev Parker

up
on a given week,
and saying things like, 'While
you're working like a dog, I'll be out in
the fresh air golfing.'

Fellow employee Bev Parker is an eligibility review officer in the Family Benefits unit of the Chatham Local Office. "There was some apprehension at first," she says of VWW. "People needed to be informed and educated — and now, no one can live without it."

Bev says that "if it weren't for VWW, I wouldn't enjoy my job as much as I do.

"The best thing is having three whole days away to rejuvenate," she says. "It makes it more enjoyable to come in Monday morning, after having had three days to rejuvenate, and this definitely contributes to morale and spirit on the job."

Gillian Dunmore is a parental support worker who also serves as a representative on the ERC at the Windsor Area Office. She has participated in VWW since it started in Windsor in January 1990.

Gillian says that when the idea was first brought forward through the ERC, "it took a few kicks at the can" before she and others were sold. "It just sounded too good to be true," she says.

"People were putting in the extra time anyway — skipping lunch, coming in early, working late — so it's a nice way to reward employees for their extra work," says Gillian, who works from 8 a.m. to 4:30 p.m.

Gillian says she has "never heard a single negative comment about it" and has nothing but praise herself for the program.

"Personally, I use the time to do things with my kids at school," she says. "Last year, I joined my older child for reading class at school, and these days I'm able to spend a quality half-day every third Friday with my kindergarten-aged child."

She plans to use one upcoming Happy Friday to attend parent-teacher interviews, which she wouldn't

otherwise have the chance to do during the day. "Also, now when the school asks me to help out sometimes, I can. And that means a lot."

Gillian said that the schedule also allows for greater time management in her household. "We have an old house, and I have a day off every three weeks where I can be home to meet with contractors or repairmen — I don't have to arrange for other time off or anything now."

She sums up VWW as "a time for recharging your batteries. It's the best feeling when, every third week, I go to leave work on a Thursday and it's really Friday, the end of the work week — T.G.I.T. instead of T.G.I.F."

Lorraine Yates opted into VWW from



Gillian Dunmore has more time to spend with daughters Heather, 4, and Erin, 8, on outings like this one on a recent "Happy Friday."



Canpress photo

Lorraine Yates

the first. She is a secretary in the Community Services Unit at the Windsor Area Office.

She works 8:30 to 5, and says her work unit is co-ordinated for back-ups so that there are always two secretaries available on any given VWW day.

"I look at it as an extra day off for myself. I schedule doctor's appointments, hairdresser's, grocery shopping, cooking and cleaning and all those personal things that you don't always get around to during the week."

Her family likes it too — "My two teen-agers love it because it means they get the car my day off!" She says her husband sometimes gets the day off as well, "so we can plan nice long weekends."

"It is a treat to have a day for myself, to just do what I want. After working a little extra every day, it's a nice feeling to have a day off and not feel guilty about it."

Lorraine says she would recommend it to others "without a doubt, absolutely."

"It gives everyone something extra to look forward to. It really is a 'Happy Friday'."

As of June 1991, about 2,600 ministry employees in 15 worksites were participating in some form of compressed or variable work week.

How VWW WORKS IN WINDSOR AREA

In the summer of 1988, management at the Windsor Area Office proposed the implementation of a Variable Work Week agreement (also known as a Compressed Work Week agreement) to OPSEU Employee Relations Committee representatives.

A tentative agreement was reached which was voted on and accepted by the bargaining unit staff at the Chatham and Sarnia Local Offices. The agreement was implemented in Chatham and Sarnia on January 1, 1989. On January 1, 1990, Windsor followed. Some MCSS facilities had previously implemented their own versions of a compressed work week, but Windsor was the first area office in the ministry to implement a negotiated Variable Work Week agreement.

The VWW schedule for Windsor Area staff allows participating employees to start their work day at either 8 or 8:30 a.m., and finish at either 4:30 p.m. or 5 p.m. Lunch "hour" is 45 minutes.

The system essentially adds 30 minutes of working time per day (plus another additional 15 minutes on the 14th day so that all the required time is worked).

The 15th day of the three-week cycle, of course, is the popular Happy Friday.

In addition to her role as an eligibility review officer in the Chatham Local Office, Bev Parker co-chaired the Windsor Area Office ERC which introduced and drew up the initial VWW proposal and agreement. She represented the OPSEU side, with area manager Shari Cunningham representing management.

Bev explains that for the system to be implemented among bargaining-unit employees, a majority had to agree to allow VWW to become a work option. (Voting to implement VWW does not commit an employee to participate; it just gives everyone the option of doing so. Participation is voluntary.)

Bev says it took time for people to become fully familiar with how the VWW system works. For example, for those who normally work a 36-1/4-hour work week plus VWW time, a sick day or vacation day is claimed as 1.07 days. In order to earn every third Friday off, each work day is worth more, counts as more and, indeed, is longer.

"This took the most explaining — for people to understand that they do all of their three weeks' worth of work in 14 days. This was the hardest concept to sell. People had to think differently in terms of attendance and hours worked."

Martha Young, Human Resources manager at the Windsor Area Office, says she has received requests for copies of their VWW agreement and proposal from "virtually every area office." London and Hamilton Area Offices have already implemented similar agreements, as have branches at Queen's Park. She said "the word of mouth has been phenomenal"; she has even received inquiries from other provincial ministries.

Managers say the system lends itself to increased productivity on Fridays, when the office is quieter and there are fewer calls coming in. "People seem to get a lot of paper work completed," says Martha. "Also, employees plan for their Fridays off and work very efficiently within their three-week cycle. Our experience has been that customer service has not diminished in any way."

Bev views VWW as "a way to relieve some stress in the workplace, without the ministry losing hours of work or efficiency. This was the goal and by all accounts, it's working."

She pointed out that the program helps to cut down on sick days, and people can often plan ahead to have medical appointments on their day off.

"It really lends itself to greater quality personal and family time," she said.

"I'd say it belongs in any workplace that's in the people business." — A.F.

"Employees plan for their Fridays off and work very efficiently within their three-week cycle."

Alan Fleming is a public relations officer with the MCSS Communications and Marketing Branch.

By Heather Lange

WINDOWS OF OPPORTUNITY

Ministry employees tell in their own words how they found fulfillment through temporary leaves of absence, secondments and developmental assignments



Barb Polhill

Barb Polhill was a program supervisor for the ministry's Dryden office, which develops and supervises 40 programs on First Nations reserves. In 1990, she took a leave of absence to work on location with the Nishnawbe-Aski Nation, an organization representing 46 Ojibway and Cree First Nations in Northern Ontario. In the early part of this year, Barb decided to leave the ministry, and accepted a contract with Tikanagan Child and Family Services, a native children's aid society based in Sioux Lookout.

I was beginning to become known up north when NAN (Nishnawbe-Aski Nation) was in the midst of negotiations about self-government. I was hired by NAN to design and complete a consultation process that would involve all 46 bands.

The assignment gave me opportunities I thought I would never have. I began to learn first-hand how the community felt about some of the government programs, which in many cases were based on a white value system and as a result, had very different expectations as to how people required assistance. Being with them allowed me to see things

from another point of view. I saw their relationship with the land; I felt their hopes and self-determination. I experienced how special and important their language was to them. It was only then that I began to see not only that the ministry's programs indeed required changes, but more important, that I myself could make some of these changes.

I opted to stay with the native organization, and have become co-ordinator of a family counselling unit — a brand-new program funded by MCSS. Now I'm trying to translate the Indian value system in a way that can be understood by the ministry. **”**

Grant Luloff photo

Alex Rnic was the manager of operational support services for the Ottawa Area Office in 1987 when he became aware of the Canada Interchange Program, a joint Treasury Board and Public Service Commission project designed to promote and administer exchange assignments between the public service and other levels of government, Crown corporations, academic institutions and non-profit or volunteer organizations.

“ It’s not a trainee program. Rather, it’s an invitation extended to established managers to share their skills and expertise in a federal government setting. For me, this resulted in a placement with Consumer and Corporate Affairs Canada in Hull. There, I became chief of a policy writing division.

The senior-level position enabled me to see how Canadian legislation and laws are developed and allowed me to understand how this entity called the Government of Canada really works. I also began to understand regional viewpoints better. In January 1989 I

was a negotiator for Canada at the International Standards Organization in Geneva. I felt very privileged for the opportunity, given that I was new to the organization and was there only on a secondment basis.

I returned to the ministry two years ago to my present position of manager of human resources for the Ottawa Area Office. Since then, I have witnessed a lot of personal growth and development, and have been able to address challenges and issues affecting our office from a larger viewpoint. I wish everyone could participate in this assignment program. ”



Alex Rnic

Canapress photo

Martha Goodings left her position of policy analyst for issues of homelessness and housing with MCSS, where she had worked for 11 years, to work on the Moss Park Community Development Project. Her two-year leave of absence is scheduled to end this April.

Moss Park is one of three special housing regeneration projects in Ontario. Two non-profit agencies, Homes First and the Supportive Housing Coalition, have joined with the Metro Toronto Housing Authority to accomplish three major goals: put some new housing on the downtown site; make some site improvements; and, look at a more tenant-directed scheme.

“ I was really very happy to have this change. It was time for me to get out and be a little more operational. Here you do the detail work, the work that actually moves things from A to B. I’ve taken a considerable pay cut to do this because though I enjoy policymaking, it’s also interesting to put

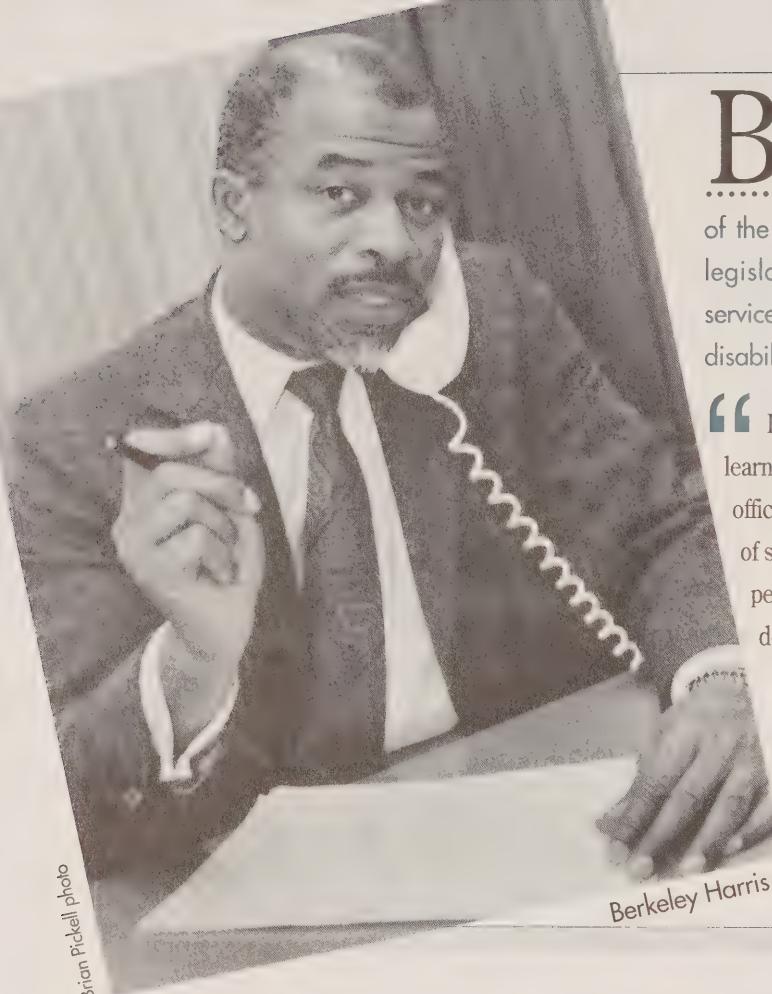
things into practice. You get a chance to facilitate things. And there are so many players here — tenants, neighbours, politicians.

It’s a great challenge to think of the most creative ways to do things and to find out what changes would work best for the community. ”



Martha Goodings

Brian Pickell photo



Brian Pickell photo

Berkeley Harris was a probation officer working with juveniles and adults in Ottawa when he left his position as head of residential services in 1990 to take a two-year secondment with the Ministry of the Solicitor General. His role there has been to implement the first legislated steps toward employment equity programs within police services for racial minorities, women, aboriginal persons and people with disabilities.

“ I am now applying what I have learned in my work as a probation officer to fulfil my present mandate of shaping the minds of those people who contribute to the development of youth.

The unique thing about this secondment is that we are cutting new ground. This was the first legislated employment equity program in the province,

and it has presented numerous challenges including “selling” the idea to the police services and accommodating a range of terms and philosophies. I enjoy the challenge. It has given me tremendously valuable experience in mediation and motivation skills — and an opportunity to encourage greater economic power and equity for everyone. **”**

Editor's note: To find out how to apply for leave of absence, secondments or developmental opportunities, contact your Human Resources representative.

John Wilson moved to Environment Canada from MCSS in 1989 through a Public Service Commission initiative. CAP, the Career Assessment Program, is a project that trains people who have been identified as having managerial potential. After a nine-week period of training at the Public Service Centre for Management Development in Touraine, Quebec, candidates can apply their upgraded skills to outside projects assigned by the ministry, or on the job within the ministry itself.

“ There are a lot of good people in MCSS who are currently enrolled in this program. The ministry has been sensitive to its employees' needs and worked hard to provide some “windows of opportunity.”

I can definitely identify parallels between my present assignment and my job at the ministry where I was a program supervisor. There, I worked with non-profit groups under the

mandate of providing social services. I'm now working with non-profit organizations whose common mandate is to develop strategies to resolve environmental issues. I feel that I have accomplished a lot in this program. I'll eventually return to the ministry, and will be viewed as a person with enriched management skills and broader program perspectives. **”**

Heather Lange is a freelance writer in Toronto.



John Wilson

By Elizabeth Marsh

YOUR PENSION PLAN

Even if you have a long way to go to retirement, you'll want to read some reassuring words about your pension plan

"Retirement at 65 is ridiculous," quips comedian George Burns. "When I was 65, I still had pimples."

Few of us can match George Burns' enthusiasm for continuing to work, apparently forever (he's in his 90s), and most of us are happy to accept retirement at age 65. Happy, that is, if we have enough money to live reasonably well and enjoy some of the rewards of those much-touted golden years.

That's when a good pension can make all the difference.

Nevertheless, only 1.8 million in Ontario's 4.5 million-person workforce belong to pension plans: Of that 1.8 million, 85,000 are employees of the Province of Ontario. Former employees of the province now receiving pensions number 33,000.

Pensions were first introduced to Ontario's public service sector with the Public Service Superannuation Act of 1920.

Over the years the Pension Plan has altered to accommodate Ontario's changing social picture and social conscience. For example, in 1931, disability allowances were introduced.

In 1965, the age for retirement was advanced from 60 to 65 and the Ontario Pension Plan was integrated with the Canada Pension Plan.

In 1969 common-law widows were recognized as eligible for survivor benefits, and in 1971 widowers were declared to be entitled to the same benefits as widows. Since 1983, survivor pensions have been continued even after re-marriage.

One of the excellent features of the

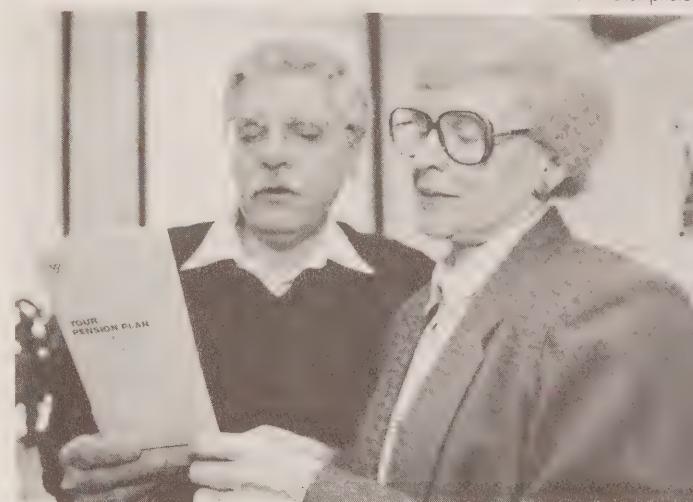
Public Service Pension Plan (PSPP) is its annual indexing of pensions. Once a government employee commences retirement, indexing that keeps pace with the rate of inflation based on the Consumer Price Index (CPI) automatically begins. This does not happen with the majority of private sector pension plans. (However, you've earned it: OPSers contribute 8.4 per cent of their pre-tax wages to the pension plan with every paycheque, minus CPP contributions. See "P.S.P. FUND" in the "Deductions" column on your pay stub to see how much you're contributing.)

Pensions are "vested" at the point at which the employee earns the right to a pension from the pension fund/plan. The rules about vesting changed as of 1987.

For public service employees, your credit for pensionable service prior to January 1, 1987, is vested when you have at least 10 years of credited service or continuous employment. Your credit for pensionable services since Jan. 1, 1987, is vested when you have at least 24 continuous months of membership or credited service in the PSP fund.

You are eligible for a "normal retirement" pension on the first of the month following your 65th birthday, or 60th for those with membership or credit from an earlier date than January 1, 1966.

If you are considering early retirement, you may retire on your earned pension if you are at least age 60 and have at least 20 years of pensionable credit in the PSSP, or if your credit plus your age adds up to



Communications and Marketing Branch staff Dave Rudan and Elizabeth Marsh study *Your Pension Plan*, a booklet that explains in detail the whens and hows of retirement in the OPS.

90. For example, you could retire at age 55 after working for 35 years.

Or, you may retire early on a reduced pension up to 10 years before reaching normal retirement date. The reduction is approximately five per cent for each "early" year.

In 1989 the Public Service Pension Board was established. It is "committed to being a leader in the pension industry in providing the best quality service at the lowest cost to employees and the government; delivering top service, prudent investment of pension funds and quality advice to Government on pension policy."

More information on pensions is available in the booklet *Your Pension Plan*. To obtain a copy, contact your Human Resources office, where you can also obtain information about upcoming pre-retirement seminars.

Almost five per cent of Ontarians who belong to a pension plan are OPS employees.

HOW YOU CAN CONTRIBUTE

Guidelines for writing stories, submitting photos, and more.

Your contributions of story ideas, actual stories and photos for *Dialogue* are always welcome! We are always interested in hearing about happenings and events involving employees, on and off the job.

If there's something that you can share with other readers about ministry people or events, feel free to call or write the editor of *Dialogue*, Julia Naczynski, at the Communications and Marketing Branch, 7th floor Hepburn Block, Toronto M7A 1E9. The telephone number is (416) 325-5168 and the fax number is 325-5172.

If you're not sure how or when to submit suggestions, stories or photos, here are some guidelines.

When Should I Contact Dialogue?

The sooner after a specific event, the better! Or, as soon as the idea for a story occurs to you. Remember that *Dialogue* is published only four times per year, so if your item is "newsy," we need to have it in enough time to put it in the issue that comes immediately after the event.

What Kind of Stories or Events are Suitable For Dialogue?

Any story about people is an interesting one! We're always looking for human-interest stories about ministry employees on and off the job. Stories about successful or innovative

or call ...



programs and services funded by the ministry are also interesting, and much appreciated. (That can include transfer payment agencies as well as directly-operated facilities and offices.)

What Information Should I Include?

Submitting a story is pretty simple, if you remember to answer the following questions:

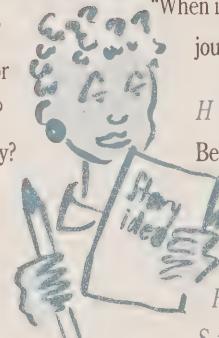
- WHAT is the event?
- WHO are the people involved?
- WHAT happened?
- WHEN did it happen?
- WHERE did it take place?
- WHY did it take place?
- HOW did it get done or
- HOW did things turn out?
- WHAT was the result, if any?

Some Points To Remember When You're Writing

- Use simple words rather than long ones. "Write talk" is a good rule of writing — write it as if you were telling the story to someone in person. Try to use the proper grammar and spelling (don't worry about it too

much, though — we will correct any errors we see).

- Be sure to spell people's names correctly and include their titles and the unit



they work in. If you're referring to a program or service, use the full name the first time and any short forms afterward. (Example: "Financial Information System, or FIS.")

- Try to include "quotes" from people — they make the story lively and more personal. (Example: "The compressed work week has helped make my life a lot easier," says Freda Toffoli, a file clerk in the area office's finance unit. "The work day may be a bit longer, but it's worth it!") Be sure you quote accurately!
- Make sure you have the facts right. If you're not sure about something, don't include it. "When in doubt, leave it out!" is an old rule in journalism.

How Much Is Enough?

Between 400 and 500 words will fill a page

of *Dialogue* and leave room for a photo or illustration.

How Do I Submit my Story or Story Suggestion?

Submissions can be sent several ways:

- 1) Mail your story, story idea or photo, including all relevant information, either through Canada Post or by government mail to the editor at the Communications and Marketing Branch (address given in second paragraph).
- 2) E-mail your information to the editor at NACZYNSKI_J at HCMB1A.

You can e-mail the editor.



IBUTE TO DIALOGUE

ng ideas and taking good photographs

3) Fax it to us at (416) 325-5172.

4) Call the editor, Julia Naczynski at 416-325-5168 if you'd like to check on how to proceed or want to bounce your idea around first.

Remember that *Dialogue* is happy to give credit where it's due! If you send a story, photo or even suggest a story idea, we will publish your name along with it if it's used.



Send us photos too!

What About Photos?

We love pictures! Here are a few guidelines for your submission:

1) Unfortunately, a Polaroid photo or a photo taken from a videotape will just not reproduce successfully in a publication. So if you're at an event that you think should be publicized in *Dialogue*, make sure you take a camera with 35-millimetre print film.

2) Although photos that appear in *Dialogue* are black and white, it IS possible for us to publish photos that were originally taken in colour.

Please send either the print, or if possible the negative (which we can use to print a black-and-white photo). All photos and negatives will be returned (we can do this faster if you send the negative).

3) Be sure to include a note with your photo, telling us what the event is, when it took place and who the people

are in the photo (named from left to right). Be sure to spell names correctly and include titles if it's appropriate ("Marusia Znaczko, manager of the audit unit, says..."). Written permission to publish photos of clients or youths may be required; call the editor to obtain the necessary form.

How To Take A Good Photo

Some tips for the photographer (they apply to your personal pictures, too!):

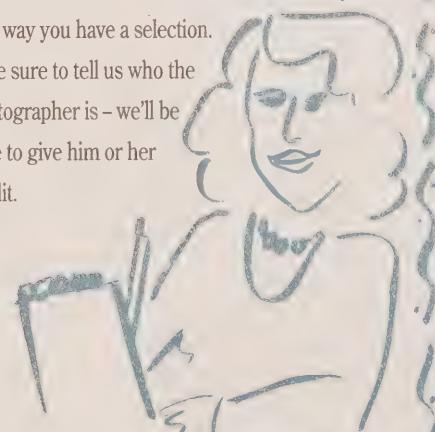
- Get close to your subject! Don't waste "space" in your picture. When you're lining up the shot through the viewfinder, start by standing CLOSE to your subject and back away slowly until you can see everything that should be included. This is called "filling the frame."
- Get people to do something. Be creative and show some action – get people holding a prop, looking at something or otherwise DOING.
- Be sure the principal subject of the photo is IN FOCUS. Your photo should be sharp, not blurred, and show detail. Focus the lens on eyes (not noses!) and faces.
- You don't have to show everything. When taking pictures of people, most of the time it's enough to show them from the waist up (but don't cut off the tops of heads!). When taking pictures that include inanimate objects (say a display booth), show what can be seen from

waist-level and up, or from eye height, and make sure there's a person in it. Also try to leave out ceiling lights. (This is another reason to get up close.)

- If the photographer is significantly shorter than the tallest person to be in the photo, the photographer should stand on a chair or something else to avoid tilting the camera up to the subjects' faces; if much taller than the people being photographed, he or she should bend at the knees to avoid tilting downward.
- Watch out for the background! Pay attention to what's behind your subject. Many a good photo has been unintentionally humorous because the photographer didn't notice a tree, plant or wall decoration "sprouting" from the top of someone's head! Also, a light-coloured background (for example, a beige wall) is better than a dark one.

• Take more than one photo. Four or five exposures of the same scene are not too many – that way you have a selection.

- Be sure to tell us who the photographer is – we'll be sure to give him or her credit.



Become a contributor!

By Debra Mills

"SURVIVORS" IN THE WORKPLACE

In the 'nineties, we may see help for survivors of childhood abuse become the emerging issue of the workplace

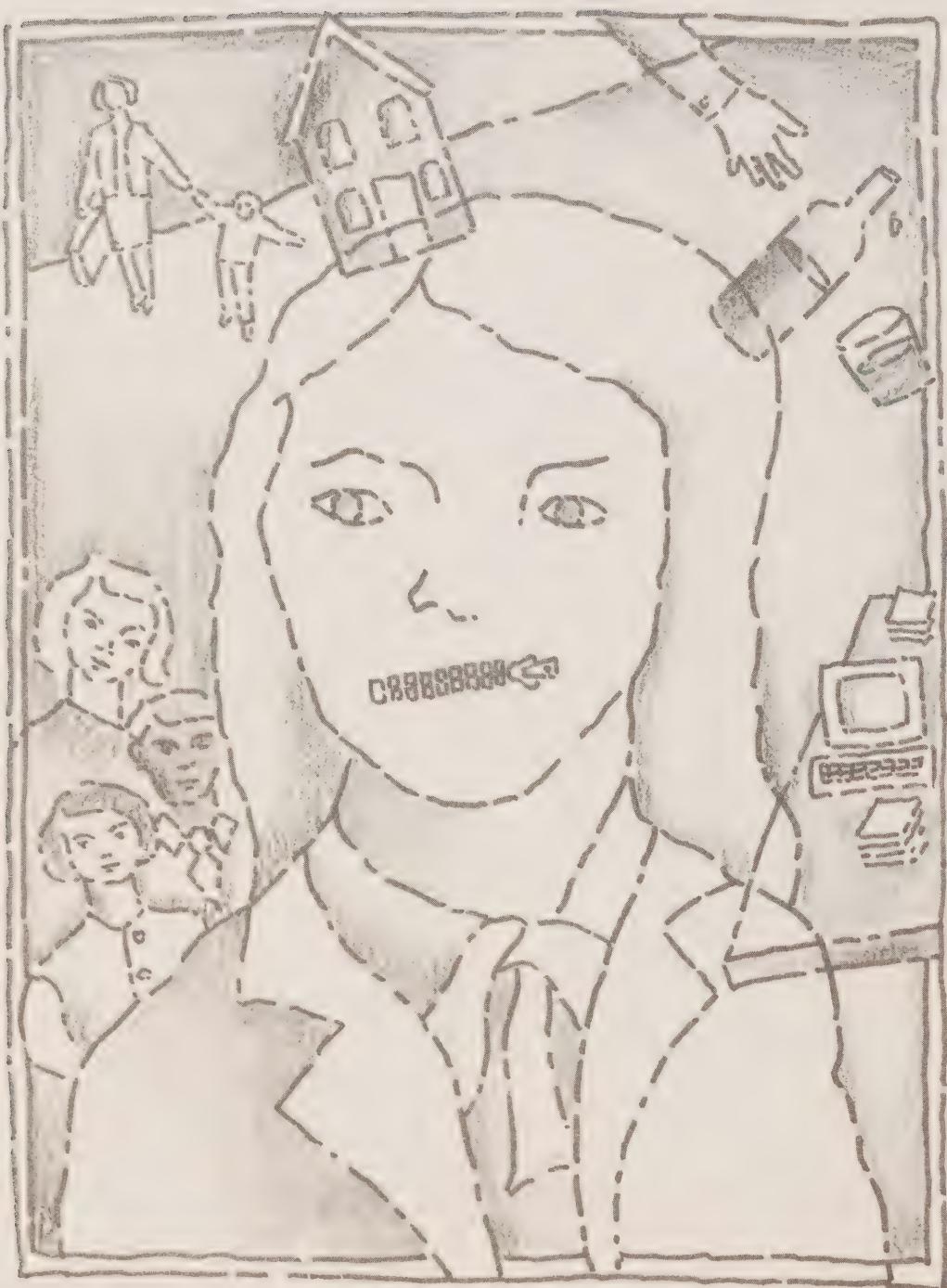


Illustration by Denyse Marion/Art & Facts

This story is not about burn-out.

It is not about having too much work to do with too little time and too few resources to do it.

It is about a syndrome that affects each of us at some time in our careers, either directly or indirectly.

It is about adult survivors of childhood abuse and parental alcoholism, as they function in our workplace and relate with co-workers.

Many of you will recognize yourselves, your supervisor, or someone that you work with as one of these survivors. Others who have not remembered or who have hidden their pain within themselves will feel uncomfortable as they read this story.

Please keep reading, because you are not alone.

Statistics tell us that one out of every three or four children has suffered some kind of abuse at the hand of a parent or trusted caregiver. Some say that the figures are much higher. Look around your office or work unit. Probabilities tell us that someone you know is hurting — that someone has a secret.

Survivors of childhood abuse include people who, as children, experienced harm through neglect, physical or emotional abuse, or sexual exploitation. It includes people whose caregivers, particularly parents, abused drugs or alcohol.

While some people can get through

such experiences emotionally intact, many do not.

The after-effects of growing up in a dysfunctional family can pervade every aspect of your adult life. Your workplace is no exception.

Survivors of abuse tend to have an overwhelming desire to do well and are needy of the recognition that comes when their usually Herculean efforts are rewarded or acknowledged. They are often valued employees because they take on extra work or difficult assignments.

At the same time, they can be difficult to work with; they tend to take criticism or analysis of their work personally. Because they are often loners, or conversely, clingers, they are not able to function well as part of a team.

The abuse or incest survivor may appear to be successful, talented, enthusiastic and even happy. Inside, however, there are feelings of confusion, entrapment, sickness, frustration, weakness and numbness.

This is post-abuse syndrome.

Post-abuse syndrome is sometimes responsible for fear, depression, anxiety, panic attacks, drug or alcohol abuse, and social phobias including agoraphobia.

In the work world, where change is frequent and unpredictable, the composition of the work unit is in constant flux. This is particularly upsetting for the abuse survivor who does not react well to change, because being grounded means being safe.

Occasionally, the work unit can evolve into an ensemble which resembles the survivor's dysfunctional family — especially if the unit's authority figure is similar in personality to the childhood abuser.

As this occurs, the survivor may begin to experience illness, absenteeism and extreme discomfort. As the situation continues, the feelings of anxiety experienced by the survivor increase, and the survivor may consult his or her family doctor with a variety of physical ailments.

The cycle continues until a crisis is

triggered by a physical or emotional event. It is at this point that professional help is needed, but often isn't sought.

The afflicted survivor is not malingering; he or she is truly physically ill. Although the mind is kind and often offers us selective memories, our memories are held in our bodies. When traumas are triggered, sometimes serious physical illness can result. Anxiety and depression can interfere with the immune system, resulting in an increased susceptibility to infectious disease.

Should the survivors suffer from panic disorder, the workplace can be frightening. Sufferers may avoid co-workers, keep their office doors closed or avoid the office altogether. As this progresses, the worker becomes more and more isolated from the organization. This is not intentional, but is a coping mechanism; avoidance is the only solution, or so the sufferer thinks.

This affliction can progress to the point that home is the only safe place. The survivor has no alternative but to call in sick.

Agoraphobic behavior can vary in intensity but once the cycle begins, it is virtually impossible to overcome without professional intervention.

Because of the exhaustion caused by unresolved emotional conflicts, survivors are prime candidates for burn-out and poor stress reactions, are prone to depression, cope poorly with change, and as a result, are prone to quit impulsively, and are more prone to substance abuse than the general population.

Children of alcoholics or abusers grow up expecting chaos. The routines and rules of a workplace can either be a godsend or a nightmare. When the rules change, the survivor finds him or herself transported back to the unpredictability and instability of the childhood home. This can precipitate a crisis, leading to a jeopardizing emotional or job situation.

The issues for supervisors who are

survivors are similar, but their dysfunctional family backgrounds can affect the people in the work unit. According to Janet Geringer Woititz in her book, *The Self-Sabotage Syndrome: Adult Children in the Workplace*, supervisor survivors often have certain personality characteristics: they demand compliance from the people who report to them; they may make changes overnight; they want to be liked by their subordinates; they keep their personal feelings under tight control, and they have a need for perfection.

Recognizing and acknowledging that there may be a problem is the first step in dealing with this issue. Mental health agencies and clinics throughout the province employ staff who are capable of dealing with anxiety, depression and other mood disorders, as well as being able to provide healing therapy to survivors of parental alcoholism, abuse or molestation. Medication, along with counselling or therapy, may be needed to help the patient to relax and focus on healing.

The issue of survivors of dysfunctional families is a sensitive one that needs to be handled delicately. But gradually, the stigma of reporting childhood abuse is disappearing.

As more and more adults come to terms with their victimization, help for adult children of alcoholics and abusers may become the emerging workplace issue of the decade.

Debra Mills is a probation officer in Elliot Lake who has made a special study of childhood abuse.

The afflicted survivor is not malingering; he or she is truly physically ill.

WHAT TO DO

If you are in need of help as a result of childhood abuse — or think you may be — tell someone: a close friend, your physician or spiritual adviser, or a crisis centre counsellor. You may need professional help; this may require a medical leave of absence from your job.

Employee counselling services are available to Ontario Public Service employees through the Ministry of Government Services. Counsellors can provide you with referrals to an appropriate nearby clinic or therapist. All calls are confidential. Contact MGS counselling services at 416-327-1078.

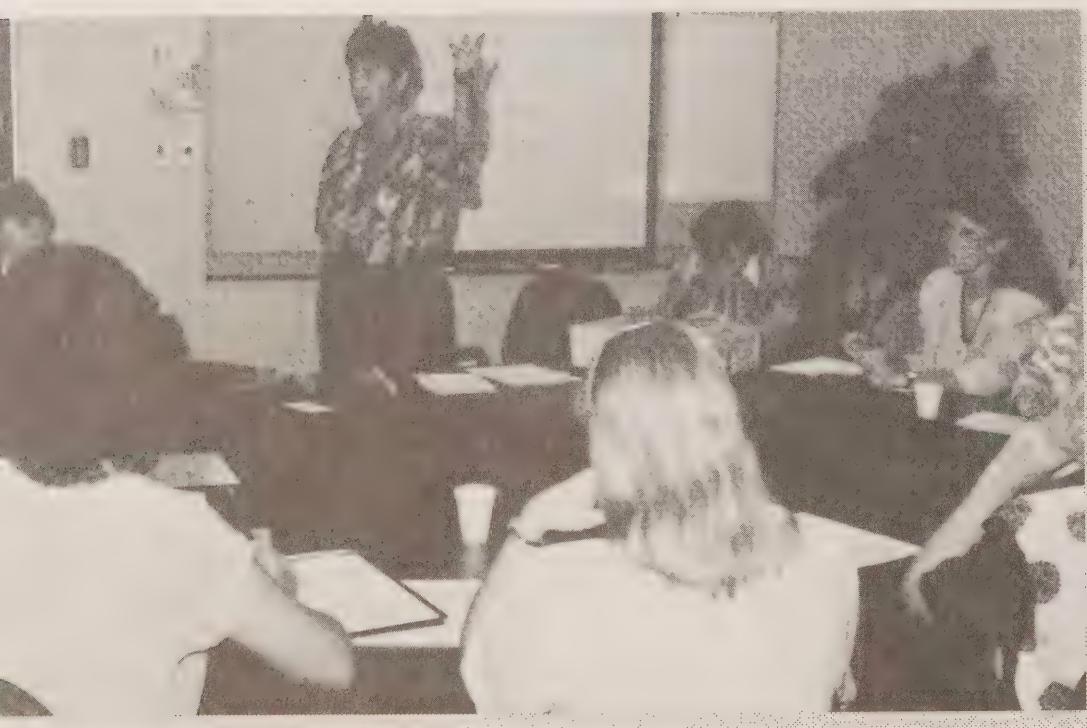
In addition, many worksites offer employee assistance programs (EAPs) that can help you find the help you need. EAPs are found through your union or professional association. □

— D.M.

By Joanne Bell, ORC
Photos by Bob Clark, ORC

JOB SHADOWING:

One way to 'try on' a new career



Income maintenance officer Shelley McCorkell, London Area Office, explains the Family Benefits Act to eager 'shadows' from the Oxford Regional Centre.

For many of us who have reached a turning point in our careers, embarking on a different line of work can leave us with feelings of apprehension and uncertainty. Regardless of age or years of experience, a career change can be unnerving.

'Job shadowing' seems to be one answer to this potentially difficult situation. It's being tried at Oxford Regional Centre.

Oxford Regional Centre in Woodstock is a large facility which provides care and residence to adults

with developmental disabilities. Currently, our facility is undergoing a rapid downsizing as it responds to the ministry's mandate to integrate and relocate our clients into their communities. Naturally, as our clients leave the centre, the staffing is being reduced accordingly.

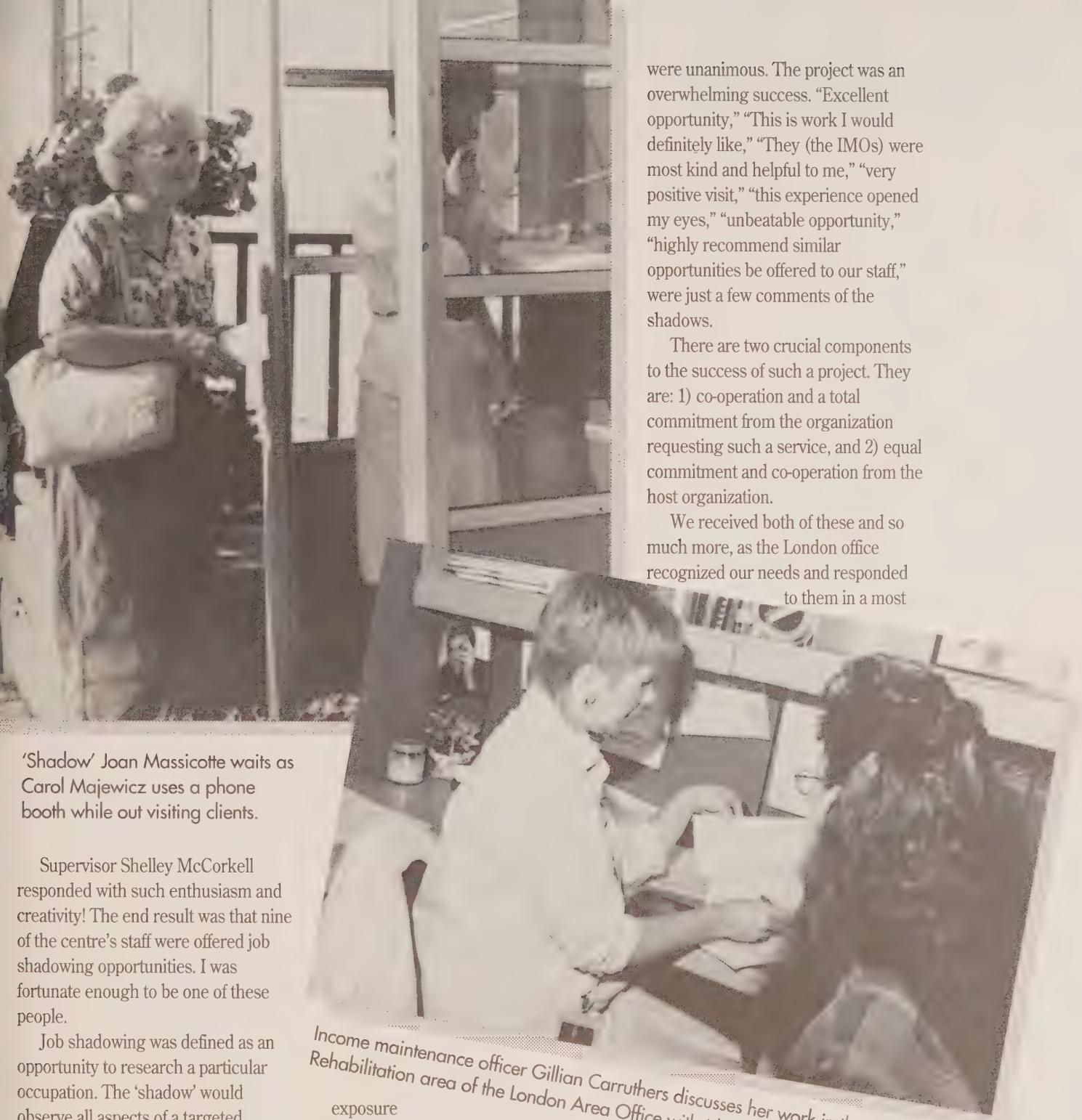
In 1989, the Career Centre was developed at the Oxford Regional Centre as a human resource initiative responding to the workers' needs for help in finding new employment. Based on the principle of 'self-empowerment,' the Career Centre

provides assistance to staff in the location and attainment of employment. The centre itself consists of a co-ordinator, clerical staff and a volunteer working group.

Faced with a very competitive world of employment and a myriad of career options, the search for just the right job is a job in itself. Even after much research, it can be difficult to fully understand a different job, let alone imagine your own suitability to fulfilling it. How could you make an informed decision, especially after spending a great length of time working at one facility? The answer: job shadowing.

A vague concept in the beginning, the idea of job shadowing unfolded and the planning process began. The first job shadowing project was targeted at the position of income maintenance officer. Not a random selection by any means, the Career Centre made several inquiries about the position. Although staff members of the centre had perused the job specifications, they felt unable to fully appreciate all that the job entailed without actually observing it first hand.

Career Centre co-ordinator Dianne Lesperance solicited the assistance of our nearby income maintenance officers in London. Essential to the success of such an initiative is the support and cooperation of a 'host' organization. The London Area Office surpassed all expectations in assisting with the co-ordination and implementation of this project.



'Shadow' Joan Massicotte waits as Carol Majewicz uses a phone booth while out visiting clients.

Supervisor Shelley McCorkell responded with such enthusiasm and creativity! The end result was that nine of the centre's staff were offered job shadowing opportunities. I was fortunate enough to be one of these people.

Job shadowing was defined as an opportunity to research a particular occupation. The 'shadow' would observe all aspects of a targeted position including job requirements, working conditions and required skills. We understood that this opportunity in itself would not necessarily lead to employment in that field.

After our initial meeting and an overview of the Family Benefits Act, each of the participating shadows was introduced to his or her 'matched' income maintenance officer (IMO) and provided with schedules indicating when our full three days of first-hand

Income maintenance officer Gillian Carruthers discusses her work in the vocational Rehabilitation area of the London Area Office with 'shadow' Joanne Bell.

exposure to work would take place. This time in the 'field' certainly provided us with the opportunity to clear up any questions or misconceptions. We gained an excellent feel for the work and in the end, not only did we better understand the job, but we learned some of the personal attributes necessary to successfully work in that specific area.

As part of our initial agreement, each shadow submitted a brief report of his or her experience. The results

were unanimous. The project was an overwhelming success. "Excellent opportunity," "This is work I would definitely like," "They (the IMOs) were most kind and helpful to me," "very positive visit," "this experience opened my eyes," "unbeatable opportunity," "highly recommend similar opportunities be offered to our staff," were just a few comments of the shadows.

There are two crucial components to the success of such a project. They are: 1) co-operation and a total commitment from the organization requesting such a service, and 2) equal commitment and co-operation from the host organization.

We received both of these and so much more, as the London office recognized our needs and responded to them in a most

positive way. Our own administration provided their unequivocal support from beginning to end.

Job shadowing clearly is a very effective tool in personal career development. With such a successful first-time project behind us, we look forward to planning and implementing similar opportunities.

By Judith Adams
Photos by Brian Pickell

CAREER PLANNING – IT'S FOR EVERYONE



"While it's up to individuals to play the lead roles in planning their careers, management's role is to provide the support and environment in which employees can accomplish this," says Ken Sundquist, program consultant in Human Resources.

The working world is changing at a fast pace, and this is exemplified right in our own ministry. Who would have thought, even a decade ago, that the PC, mini and mainframe would soon be a part of all our lives? Yet the computer has revolutionized our workplace.

Changes such as these are presenting us with an on-going challenge. Technological advancements, financial constraints

and organizational restructuring are only a few of the myriad of factors which can very likely have a tremendous impact upon the futures of many of our careers.

"No longer can anyone expect to stay in the same job for 20 years," says Mary Pat Moore, acting manager of performance and development in the ministry's Human Resources Branch. "It's hard for people to change their mind-set from upward to sideways moves, and to get accustomed to

teamwork, but these concepts are here to stay." The reality is that we all need to acquire a broad range of expertise, be ready to perform each other's jobs, and find satisfaction in lateral moves that challenge our adaptability.

"While it's up to individuals to play the lead roles in planning their careers, management's role is to provide the support and environment in which employees can accomplish this," says Ken Sundquist, program consultant in Human Resources. This past



Auditor Jessie Zhang is seen here with her production manager, Kevin McDonough, discussing a career workshop she recently attended.

November, some 77 managers in the ministry attended workshops in career planning and coaching skills to help them provide their staff with support and guidance. "More managers will be trained next year," says Ken.

One of the most valuable opportunities the ministry can give employees is assistance in the area of upgrading educational qualifications. Ken himself is currently completing a masters degree in adult education while working full-time, and will be taking a month's educational leave to complete his thesis.

A variety of arrangements exist for pursuing enhanced educational goals including full-time partly-paid or full-time unpaid university leaves. These are negotiated between employee and manager.

The ministry's Comprehensive Audit and Review Branch has had career planning initiatives in place for some time. "Two years ago we changed to a more streamlined project management organization, based on values of teamwork, participation and trust," says director Ron Bakker. The branch annual report describes the move: "Hierarchy was replaced with openness, turf was replaced with teams

and units were replaced with projects."

The branch — with 35 staff who perform a wide range of audits, operational reviews and cost-sharing work — responded to these initiatives with improved productivity, quality and customer service. "The structure of the branch and the nature of my job itself provide variety," explains auditor Jessie Zhang, who came to Canada from China and possesses a business administration degree (MBA) from the University of Toronto. "My plan," she confides, "is to become an expert in the systems area."

Winston Constantine has been with the branch for six years. He entered as a Clerk 4 with a diploma in systems development and is presently an auditor at the AM-17 level. "I took courses at Ryerson in auditing and accounting, and was ready to apply to this job opportunity when it became available," he explains.

For Gary Booth, a chartered accountant originally from England, opportunity knocked in the form of a staff exchange from the Ministry of Government Services. He enjoyed his stay with the Ministry of Community and Social Services so much that his exchange has been extended to a

second year. Says Gary, "I think most people in auditing throughout the government are aiming at management, and the job allows you to accumulate a valuable variety of skills."

Manager of audit support Laura Watson has an arts degree and a background in social work. She has worked her way up in the branch over the past 15 years from a Clerk 4 position to an AM-18 level. She and Ron agree that it's important for employees to be open to change.

To help with career planning in the field, the ministry has formed a career planning network consisting of about 30 people in facilities and area offices who meet regularly to share information about initiatives and new resources.

"It takes a lot of sustained effort to create an environment where people can move or change direction," says Ron. "You have to keep nurturing the process all the time, but it's definitely worth it. The more satisfied people are with what they're doing, the better their productivity, thereby enabling the ministry to benefit too."

Judith Adams is a freelance writer in Toronto.

The ministry's Library and Learning Resource Centre at 880 Bay Street, Toronto, has an extensive collection of up-to-date information on career planning on video and audio tape, as well as in print. Contact the helpful staff there at (416) 965-2300.

Story and photo by Joan Eastman, SRC

TECHNOLOGY FOR EVERYONE II CONFERENCE

Although Brooke and Justin have never met, they have a lot in common. Both have lived in institutions most of their lives and were considered to be profoundly developmentally disabled.

In fact, both are quite bright, but they had no way of letting anyone know – until computers gave them the opportunity to communicate for the first time. Then, the ability to form words on a computer screen freed their trapped intelligence.

The stories of people like Brooke and Justin provided much inspiration to those who attended November's Technology For Everyone II conference sponsored by the South-

western Regional Centre Auxiliary.

The liberation that is provided through inventive and inspired use of technology gives vitality to life, participants heard. Technology can enable people to overcome or decrease their handicaps.

Some highlights from the conference:

- Stephen Lewis, keynote speaker, said that although there has been an international convention on the rights of almost every segment of society, there has never been one to set out binding international laws on the rights of people with disabilities. Technology will enhance the ability of people with disabilities to express their rights, he said. Mr. Lewis is special representative for UNICEF and a champion of human rights.
- Robert Haaf, clinical supervisor of the Communicative Disorders Department of the University of Western Ontario, observed that technology has an impact on the social handicaps that often accompany a physical disability.

The ability to interact with others can develop social skills and confidence.

- Dr. Merrill Sitko of the UWO's Centre for Special Education Technology noted that computers affect motivation and attitudes in learning, bridging the gap between potential and achievement.
- Dr. Adrienne Perry of Thistletown Regional Centre has discovered that beliefs about handicapping conditions are being refuted through the use of technology. Communication aids are dispelling the myth that people with autism are unable to initiate conversation.

The rationale for applied technology is to allow people with disabilities to live full lives and empower them to achieve the goals of Ontario's social policies as put forth in the Declaration of the Rights of Disabled People, the Long-Term Care plan, employment equity legislation and the proposed Advocacy Act.

The founding meeting of the non-profit Canadian Association for Applied Technology was held at the conference. Founding president is Paul McPhail, co-ordinator of SRC's Applied Technology Laboratory. For information, contact Paul at SRC, RR#1, Blenheim, Ontario N0P 1A0 (519-676-5431). □

Joan Eastman is an information officer and editor of Centre Stage, the SRC newsletter.



Geb Verberg, a researcher at the Hugh MacMillan Rehabilitation Centre in Toronto, demonstrates how technologically-adapted toys on an activity board offer high interest and motivation in teaching profoundly multi-handicapped students.

SYMPOSIUM ON DUAL DIAGNOSIS

By Joan Eastman, SRC

We've come a long way from the time it was believed that people with developmental disabilities do not get depressed because (it was thought) they do not have the ability to worry. The presence of a developmental disability can mask the symptoms of a mental illness, leading caregivers to assume that a person's behaviour is caused by his or her disability.

The concept of "dual diagnosis" — a developmental disability coupled with a psychiatric disorder — is recent. Researchers have discovered that approximately one-quarter of people with developmental disabilities have emotional disturbances or psychiatric disorders such as paranoia, psychopathic personality or psychosis.

"Dual diagnosis represents a

hodgepodge of disorders and behaviours," explains Dr. Steven Reiss, director of the Nisonger Center of Ohio State University. Dr. Reiss was a guest speaker at the second annual Symposium on Dual Diagnosis hosted in Chatham on October 23 by Southwestern Regional Centre. The event was sponsored by the centre's auxiliary.

"We can only improve upon treatment if we can specify the problem," Dr. Reiss notes. "What is really exciting is that we are on the verge of beginning that kind of research."

Dr. Gus Sheid believes that multi-modal treatment for dual diagnosis is required because no single professional discipline or approach has all the answers. Dr. Sheid is the director of the Behaviour Management Unit of St. Thomas Psychiatric Hospital, one of five psychiatric hospitals

in Ontario to offer treatment specifically for dual diagnosis. His team helps to strengthen the adaptive skills of their patients so that they are less vulnerable to stress — with a commendable success rate.

Dr. Gerald Gladowski, director of SRC Psychological Services, discussed techniques to improve job performance and client interaction. Dr. Henry Svec presented his preliminary findings of the impact of hypnosis on specific psychiatric symptoms. Other members of the centre's Psychological Services team led a panel discussion about treatment for dually diagnosed people who exhibit deviant sexual behaviour.

As professionals in the field of developmental disabilities focus their efforts toward specialization in dual diagnosis, an awareness emerges of the need to

strengthen our supports for these clients. The sharing of our experiences with current effective treatments and therapies is essential to improving their chances to lead fulfilling lives in the community.

Since the first Symposium on Dual Diagnosis was hosted last year, a number of new techniques for diagnosis and treatment programs have been implemented by professionals in the community and other residential settings.

SRC is engaged in developing a community consultation process in Southwestern Ontario on the needs of the dually diagnosed. A conservative estimate is that one million people with developmental disabilities in North America require mental health services.

THEY'RE IN THE CLUB

Long-service employees from Toronto Area Office and Queen's Park were inducted into the MCSS Quarter Century Club in December. They received certificates of appreciation for 25 years of service in the OPS from Minister of Community and Social Services Marion Boyd and from Deputy Minister Charles Pascal. In the photo are (seated) Dorcas Chevalier of the South West Local Office and Betty Badour of Income Maintenance; standing are Charles Pascal, Jack McKnight of Financial Services Branch, David Fillmore of VRS and Minister Marion Boyd.



Brian Pickell photo

THE WEEKENDER PROGRAM AT PROJECT D.A.R.E.

By Anna Froebe, Project D.A.R.E.

Project D.A.R.E., a program run by MCSS, provides outdoor adventures for young offenders with the intention of using the wilderness experience to promote personal growth. The Weekender Program, to which it is familiarly referred, is offered as part of a continuum of services dedicated to young people between 12 and 16 years of age.

Integral to the Weekender Program is the D.A.R.E. philosophy:

We believe that successful exposure to progressively greater challenges in a safe and supportive environment leads to an enhanced sense of self-worth and a more positive self-image.

We have chosen a wilderness adventure environment to provide the challenges at the same time an atmosphere is established that will allow participants to experience

trust, a feeling of success and accomplishment.

We believe that everyone is capable of more than they believe.

The program is structured to provide a series of carefully woven challenges and progressions. It is divided into three phases and is designed to enhance and/or improve individual competencies.

During the third phase, referred to as the Community Phase, the students are given increased planning responsibility. This phase consists of gradual exposure to the community and provides options which facilitate interaction between the youths and other resources of a recreational, educational or social service nature.

For example, last summer, the Weekender Program had the opportunity to visit the Kodak plant in Toronto. School programs director Leslie Sparks



planned the tour, providing the youths with an introduction to the world of photography by watching an informative movie, visiting the plant, experiencing hands-on action with cameras and films, and watching the developing process. The youths enjoyed visiting the recycling department, observing the manufacturing of film, and learning what was involved in the packaging of film for shipment and sales.

The experience was a unique educational opportunity for the youths. It exposed them to an aspect of photography and processing that they otherwise would never have had the chance to see. The loan of cameras was especially worthwhile as it gave the students an opportunity to photograph their experiences and become familiar with photography as a form of expression. □

ELGIN MCSS EMPLOYEE WINS RECOGNITION REWARD



Jennifer Ramondt (left) being presented with award by Martha Connoy.

Jennifer Ramondt, an income maintenance officer in the St. Thomas local office of the ministry, was presented with The Canadian Mental Health Association, Elgin Community Recognition Award for 1990-1991 by the association's Elgin Branch program director of residential services Martha Connoy.

The award, presented at the association's annual general meeting in September, expressed a strong appreciation for Jennifer's hard work and dedication to the association and its clients.

The criteria for the award, in the words of the association's executive director Betty Couture, "is that it be presented to an employee of a resource/service delivery association or agency who makes a special effort to assist Canadian Mental Health Association, Elgin members as they strive toward community re-integration."

Jennifer has not only fulfilled but exceeded these expectations, assisting many of the association's members over the year, and treating each with respect and dignity, she said.

Jennifer's accomplishments, while held in high regard by the association's members, have not been overlooked by her co-workers. "This award comes as no surprise to Jennifer's colleagues who are aware of her strong professional commitment," remarked Gary Mitchell, local administrator at the St. Thomas ministry office.

Congratulations to Jennifer for a job well done! She should be proud of her achievements and feel a great sense of satisfaction in knowing that she has touched the lives of so many people. □

CUSTOMER SERVICE WEEK

Ministries showing their 'best behaviour'

Celebrated annually, Customer Service Week features seminars, conferences and exhibits intended to recognize and build pride in the Ontario Public Service and its employees.

This year's celebration ran from October 7th to 11th and included a "Best Practices Exhibit" depicting various ministries' accomplishments on display panels.

An audience of approximately 350 Ontario Public Service members attended one of the major events of the week, a conference featuring keynote

speakers such as Bob Rae, Premier of Ontario and Glenna Carr, Deputy Minister of Management Board and Chairperson of the Customer Service Task Force.

A series of 11 seminars was attended by more than 700 public service employees who could select in advance which topics were of most interest to them. □

Do you have a story about good customer service to share? Tell us about it so we can include it in our Summer issue on Customer Service. Contact Dialogue editor Julia Naczynski (address is on Page 2) by April 15.



NATIVE CULTURE HIGHLIGHTED

The London Detention Centre for Youth sponsored a day of native cultural awareness in September. The day offered a better understanding and appreciation of the native culture and its traditions to young offenders (both native and non-native), probation officers and custody workers. The presentation — which included the recounting of myths, storytelling and performance of traditional dances — was given

by members of the North American Indian Travelling College (NAITC) Travel Troupe from Cornwall Island, who perform on tours in schools, child care centres, prisons and homes for the elderly. The London Detention Centre also held week-long native-oriented activities as an educational experience for its clients. The photo shows members of NAITC as they tell one of the myths and legends from the native tradition.



Doug Sutherland/CPR photo

AGREEING ON OCCUPATIONAL HEALTH AND SAFETY



MCSS and the Ontario Public Service Employees' Union (OPSEU) have agreed on Terms of Reference governing the way joint health and safety committees function. They have also come to an agreement on the spelling-out of the rights and responsibilities of committee members. Since changes have been made to the Occupational

Health and Safety Act, the ministry now has more than 40 workplaces with committees across the province and union-elected health and safety representatives where committees are not required.

The signing of this document is part of a continuing emphasis on, and a commitment to, a co-operative approach to addressing occupational health and safety

issues. A further example of this is the establishment of a ministry joint health and safety advisory committee to look at ministry-wide health and safety concerns.

Seen in the photo are (seated) Ken Macdonald, MCSS management team chair, with Cliff Woodrow, Region 3 executive board member and union co-chair of the ministry joint health and safety advisory

committee. Standing are (from left) Ray Shuttleworth, president of OPSEU Local 321; Leah Casselman, Region 2 executive board member, and union co-chair of the ministry employee relations committee; management team members John Hewitt and Doug Milic. Not available for the photo was Malcolm McDougall, manager of occupational health and safety. □

THE INSTITUTE FOR THE PREVENTION OF CHILD ABUSE HOLDS 6TH ANNUAL NATIONAL CONFERENCE

If child abuse is to be prevented, we must examine some of the basic concepts we use in socializing our children.

This was the theme throughout much of IPCA's 6th National Conference.

The conference, held in

October at the Delta Chelsea Inn in Toronto, featured more than 35 experts from a range of disciplines. Seminars and

workshops addressed not only our need to re-examine our values, but also many new advances in child abuse prevention. □

HURONIA'S ANNIE - 80 YEARS YOUNG

It wasn't easy keeping news of the upcoming party from Annie, but this was a special party meant to surprise an equally special lady on the occasion of her 80th birthday.

Everyone at Huronia Regional Centre did their level best keeping their collective lips buttoned whenever Annie was around. Their efforts were richly rewarded, for on the big day, Annie didn't have an inkling of what the day had in store for her.

A long-time resident of HRC, Annie was indeed overwhelmed and thoroughly delighted when she was escorted to a lovely garden party that had been prepared in her honour. Leanne Stewart, Annie's counsellor, had gone all out in organizing the celebration, which was located

on the lawn outside of Annie's residence. The party featured a large marquee tent, colourful decorations, gifts, delicious refreshments and a beautifully-decorated birthday cake.

More than 100 of Annie's friends and Huronia staff attended the party. Annie held court throughout the afternoon, receiving personal congratulations along with birthday cards and gifts. Annie, we at Huronia wish you continued good health and happiness throughout the coming year, and congratulations on being 80 years young. □

Wendy Grace
Audio Visual Services, Huronia
Regional Centre, Orillia



Photo by Rosa Gagliardi

Annie Duckworth, left, won't soon forget her 80th birthday thanks to thoughtful friends like counsellor Leanne Steward, right.

IN MEMORIAM: PATRICIA WHITESIDE

Pat Whiteside, a dedicated employee with the Ontario Public Service, passed away on November 11, 1991.

Pat's personal and career accomplishments are nothing short of extraordinary. Advancing to the highly respected position of manager of the Policy Co-ordination Unit with the Ministry of Community and Social Services, she began her work with the government on September 4th, 1973, and with much hard work and dedication, opened many doors of opportunity and set precedents for those who will continue to follow in her footsteps.

Pat earned a Bachelor of Arts degree from the University of

Toronto, and in 1969, completed a masters degree in psychology from the University in Windsor.

Pat was instrumental in the implementation of two unique electronic systems which are presently utilized by MCSS, and in 1985, she developed *Guidelines for Papers for Decision Making*, a plan designed to assist MCSS employees with the preparation of documents for cabinet office.

Pat's work was not, however, limited only to the ministry. Her extensive range of volunteer work speaks for itself. She was the first female president of the Canadian Scholarship Trust Foundation, and she also was on the Board of the National Ballet from 1963 onwards. For three years, Pat served as chair of the



Pat Whiteside

the Ministry of Industry and Tourism from 1972 on.

Pat will be greatly missed by her co-workers, friends and family. The staff of MCSS will miss her gracious manner and her willingness to share the knowledge and experience gained over her many

board for the ballet. Pat was also on the Exploration Committee on Design Implementation for

years with the ministry.

DIRECT DEPOSIT GOES PROVINCE-WIDE

The convenience of electronic funds transfer comes to social assistance clients

Direct deposit started out as a pilot project that began with 570 Family Benefits clients in January 1990 in the Peterborough area.

The project went province-wide this past July, and by the end of August, an avalanche of 38,000 new applications for direct deposit had poured in to the project's offices at 880 Bay Street.

So far, 85,000 FBA clients have signed up to enjoy the convenience and security of having their social assistance cheques deposited directly into their bank accounts. But that's not enough for Joyce Bodner and the direct deposit project team — they want the figure to be at least 125,000,

or about half the number of FBA clients in Ontario.

"Direct deposit for our clients is one of those things that should have happened long ago," says Joyce, who was a senior financial adviser with Financial Services Branch before being seconded to head this project.

Joyce says direct deposit has been available in Canadian banking for about 25 years and in fact, Peel Region was a pioneer by introducing direct deposit for General Welfare Assistance clients through a special arrangement with the Royal Bank in 1976. Direct deposit of pay cheques has become relatively common since then; OPSers have been able to have their pay direct-

deposited for about five years. But direct deposit for income security cheques, on a large scale, is relatively new. The federal government recently began promoting direct deposit of old age security and baby bonus cheques.

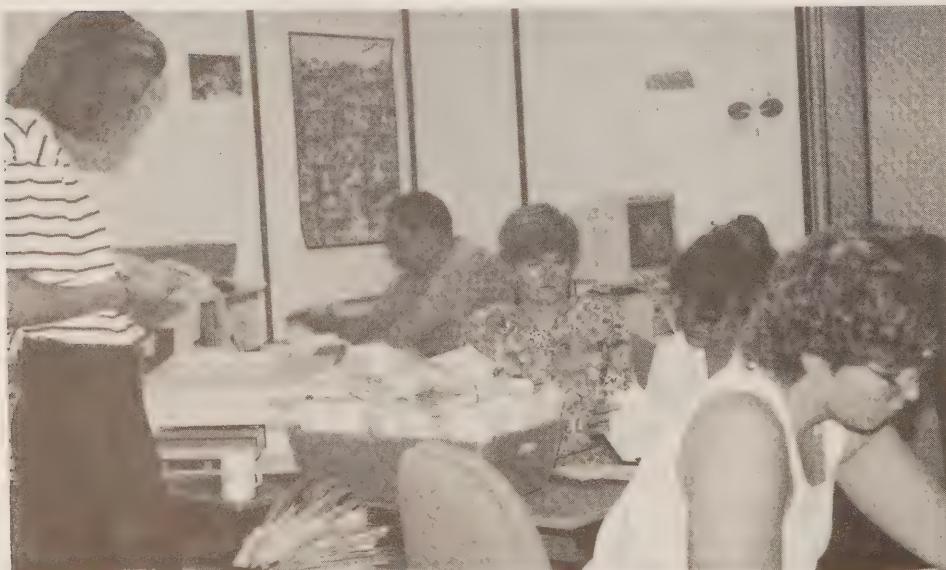
Direct deposit offers advantages to both clients and to the ministry, notes Joyce. Cheques don't get lost or delayed in the mail — and the summer's postal disruptions may have persuaded some clients to opt for direct deposit.

Joyce says that as many as 15 per cent of FBA clients are "on the move" at any one time, which makes it difficult to ensure their cheques are sent to their current addresses. With direct deposit, that's no longer a worry, as long as the bank account doesn't change.

Direct deposit also gives income maintenance workers more time to spend with clients, since less time is needed for paperwork to replace lost cheques.

Joyce says the ministry was issuing up to 2,500 replacements for lost or stolen cheques per month. This cost an estimated \$35 and 77 minutes of employee time per cheque, based on an average salary of the workers involved in replacing cheques, says Joyce. "If we could get half our clients on direct deposit, we could probably save half that cost."

Joyce says the next step will probably be for municipalities to introduce direct deposit of GWA on a large scale. Municipal administrators are "peaking over our shoulders to see how it works." □



A staff of 10 handled the flood of requests this summer from FBA clients asking for direct deposit of their cheques. The workers included Cathy Ferguson and Brenda Barber, both with the ministry's Peterborough office which was the site of the pilot project for direct deposit, and Jayne Dereg. Extra staff included four people from the federal Native Skills Development Centre, and two people with disabilities through the Ministry of Health.



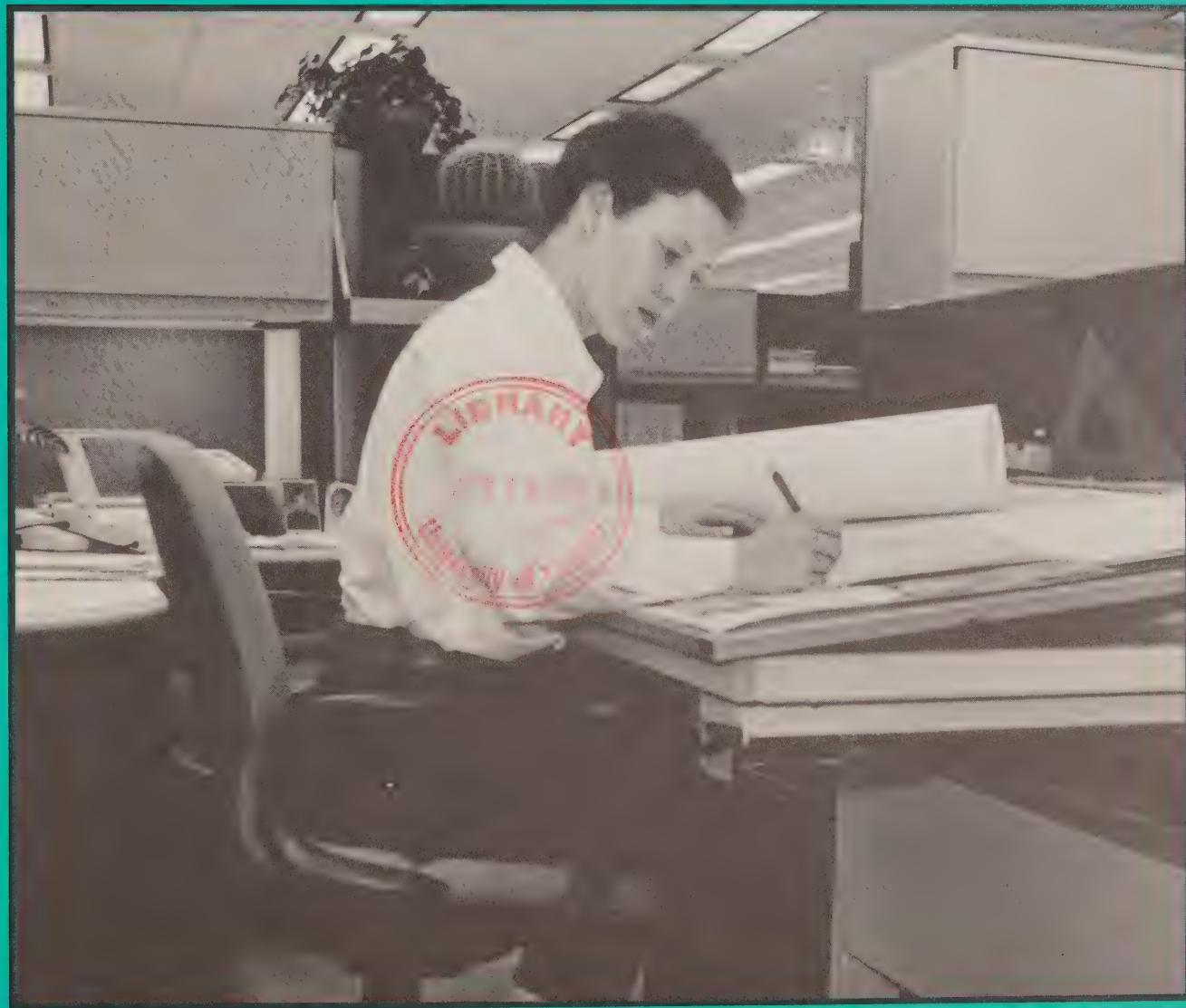
Ministry of
Community and
Social Services

Ontario

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dialogue

VOLUME 15, NUMBER 2, SPRING 1992



WHERE WE WORK: YOUR WORKPLACE ENVIRONMENT • *Breathing easier in the office*
• *Going green on the gas pedal* • *Safe and secure* • *The Quick Response Team*
• *ALSO: A right to social services*



dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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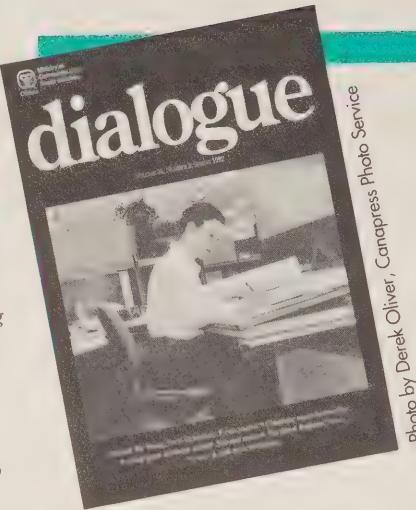
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COVER AND THEME

the place we work, too. This issue of *Dialogue* could be dubbed "the Cap and Admin issue," because Capital and Administrative Services Branch is featured prominently. Find out why so many office buildings don't have windows that open, and what you can do to improve the air you breathe (page 9). Open concept offices — can they work? Find out where our ministry has a real-life "test site," beginning on page 6. How can you save money at the fuel pump, and help our environment at the same time? See the story that begins

on page 10. Two different perspectives on designing buildings — read about our Architectural Resources Unit (they're unique!) on page 14, and about security in one of our young offender facilities on page 17. Our cover shows the importance of an environment that fits its function; for designer Andrea Howat, it means an ergonomic chair and an adjustable drafting table (see the story beginning on page 6).

— Julia Naczynski, *Editor*

SAULT'S COOL DUDES PULL THEIR WEIGHT



Photo by Phyllis Lefave

The MCSS team in its winter carnival attire: regional director John Rabeau, probation officer Zoltan ("Toots") Kovacs, systems officer Karl Laframboise, financial officer Glen Vine and probation officers Mike Wilson and Ben Baldassarro.

Ministry staff in the Sault Ste. Marie Regional Office were lucky that the city's annual Winter Carnival Bon Soo took place during balmy weather. In keeping with the team name—the Magical Caribbean Sun Sleigh, or MCSS for short—the team members wore flashy shirts,

shorts, sneakers and hats.

The Bon Soo is an annual event which extends for 10 fun-filled days. Events include ice hockey, curling, bed-pulling, ice sculpture, a "polar bear" swim, a celebrity sleigh race and fiddle contests, just to name a few.

The energetic MCSS team took

part in the celebrity sleigh race. The race was staged in four heats, with three team members pulling the sleigh and two pushing. The celebrity who got to sit in the Santa-style sleigh was regional director John Rabeau.

The event took place at Queen Elizabeth Field where the team won the first 100-metre heat; little did they know that they had another three heats to run! (It's great to be a northerner!)

Families and colleagues of the team members were in the bleachers for the event, waving banners and blowing horns to provide a very noisy cheering section. This earned the group first place as "Noisiest Team."

The ministry team won third place by winning two heats and placing second in the third heat.

Plans are already underway for next year's race but all team members have specifically asked for a winter theme, so they can wear winter attire. □

Phyllis Lefave and Dolores Creedon,
Sault Ste. Marie Regional Office

A NEW LOOK AT HEAD OFFICE

A new corporate organization with new leadership responsibilities was announced by Deputy Minister Charles Pascal in January. The effective date of the changes was March 31.

Here's an at-a-glance guide to the MCSS Management Committee (formerly known as Executive Committee).



POLICY AND
PROGRAM
DEVELOPMENT
Children, Family and
Community Services
ADM: Jane Marlatt



OPERATIONS
ADM: Sandy Lang

HUMAN RESOURCES AND
ORGANIZATIONAL DEVELOPMENT
ADM: To be announced.



Opportunity
ADM: Shirley Hoy

POLICY AND
PROGRAM
DEVELOPMENT
Social
Assistance and
Employment



FINANCIAL
PLANNING AND
CORPORATE
SERVICES
ADM: John Burkus



STRATEGIC
DIRECTIONS
*ADM: Judith
Wright*



Executive Co-ordinator:
Timo Hytonen

INFORMATION
SYSTEMS AND
APPLIED
TECHNOLOGY



LEGAL SERVICES
*Director:
Andrea Walker*



COMMUNICATIONS
AND MARKETING
BRANCH
*Director:
Mike Kurts*



Michael Ennis

OTHER RECENT APPOINTMENTS:

At Ministry of Health, ADM of Population Health and Community Services System Group is Michael Ennis (includes long-term care, residential and in-home services).

Ola Berg is now senior consultant on strategic management and other corporate issues at Management Board Secretariat.

by Julia Naczynski

A RIGHT TO SOCIAL SERVICES

Some thoughts from Minister Marion Boyd on a Canadian social charter

Ontario Premier Bob Rae's concept of a social charter for Canada has become an important issue in the current country-wide constitutional reform debate. His proposal asks that the obligations of government to provide social programs and set national standards be identified and that these obligations be entrenched in Canada's Constitution.

A social charter would outline the provision of social services that ensure access to minimum levels of housing, food and necessities of life for all Canadians. It would speak to universal access to quality health care and education, as well as protection of the environment.

Our minister, Marion Boyd, believes firmly in the need for a social charter. She sees the social charter addressing the question of what we, as Canadians, owe each other. Her support for the concept is articulate and passionate. *Dialogue* recently spoke with her.

DIA: Public-opinion polls regularly tell us of the very high value that Canadians place on the universality of our social programs. Is that the

concern that the social charter is designed to address?

MB: That's right. I think the things that people like and value about living in Ontario and in Canada tend to be in the area of social services, education, services for children and health services. Those are the things that people see as very important, and different for Canadians [compared to Americans].

People really understand that part of what we are paying for in our

taxes, part of what we have built, is a different sense of a caring community.

What we're saying is that we need common standards, some national standards for the provision of [social] services. We don't expect those national standards to be as high as the standards we've set in Ontario, but we *would* expect that people would have a sense that those kinds of services are available everywhere in our country.

DIA: Are you going to be involved in those constitutional discussions?

All ministers are going to be involved in the federal-provincial/territorial meetings with our provincial counterparts.

What we're really working to get our counterparts in the other provinces to accept is the necessity of not just looking at Canada as an economic union, but to understand that there's more to a country than an economic union; that it has to do with values and it has to do with what we owe each other as Canadians.



"There's more to a country than an economic union...it has to do with values and what we owe each other as Canadians."

What we're saying is that we believe that, however we go about this, in any rounds of constitutional discussions there must be some discussion about the social unity of Canada — not just the economic unity.

But it's very slow because, I think, people are so preoccupied with the economic issues that they have lost sight of how intertwined economic and social issues are.

DIA: Would a social charter have an impact on every ministry employee?

MB: Well, it ought to. The services we deliver here are the kinds of services that have an impact on the quality of life — the "health, well-being and social justice" of our province...And I think what is important for us is...that our employees appreciate how important the programs that we deliver are to the nation. The programs that we deliver create the fabric of Ontario and the fabric of Canada, and they're integral to how we define ourselves as Canadians.

DIA: I think that the people who work for this ministry have a great deal of pride in the work they do, and I think you would agree that they feel it's important.

MB: Of course they do [but the public] may not have any real understanding of what living in Ontario would be *without* the kinds of programs that we have developed within our communities.

The growth in the kinds of services that are available in Ontario over the past 15 or 20 years is a real tribute to the contribution of the ministry's employees in building those communities.

Because the civil service is encouraged not to be particularly visible in their communities — that's not the usual role of civil servants — sometimes communities don't value as highly as they might the work that goes into building those services.



Brian Pickell photos

DIA: Do you have any special hopes for the way the social charter will eventually turn out?

MB: I hope that we manage to do this in such a way that provides a frame-work and not a straitjacket.

I'm quite swayed that it ought to be included in Section 36 of the Constitution, which covers equalization payments to the provinces, and that it ought to be framed in a way that we have mutual obligations and responsibilities to one another across the country in terms of sharing our resources. There needs to be a real continuity of services across the country that citizens can get to.

The Canada Health Act [which guarantees access to health services] was an extraordinary and important development and a good

example of how we could enshrine a similar kind of surety for our social programs. There is an argument that the Canada Assistance Plan did exactly this — however, federal spending power was confirmed by the Supreme Court [when it allowed the federal government to put a limit, or cap on CAP, on the amount of funding it gave three of the largest provinces, including Ontario].

Unless we develop some kind of framework...the standards for social services would be hard to develop and maintain.

Update: The recently-released Beaudoin-Dobbie report on constitutional reform recommended that a "social covenant" be included in Canada's Constitution.

Story by Judith Adams
Photos by Derek Oliver/Canapress

COMFORT IN YOUR “HOME AWAY FROM HOME”

It's all part of the office of the future — and it's at Cap and Admin now

We may not notice the things around us that are affecting our well-being, or slowing us down on the job. But there are experts in the Capital and Administrative Services Branch of this ministry who take these things seriously.

When overhead lighting is blindingly bright (or too dim), your chair gives you a backache, or the loud on-the-telephone voice of the person at the work station next to you constantly interrupts your train of thought, your health could be at risk. And if the oxygen supply in the office dwindles

around 3 p.m. and all you can think of is getting home for a nice little nap, productivity and service suffer.

Office design and furnishing is one of the many jobs “Cap and Admin” does in this ministry, and the branch’s new offices on the 30th floor at 2 Bloor Street West in Toronto are a kind of demonstration project for the rest of the ministry’s 150 other locations. Three styles of office furniture, spacious uncluttered aisles and work “stations” instead of offices are a prototype of the ideal office environment of the future, says Bill Mocsan, manager of Accommodation.

“It’s a treat to come to work,” says Bill.

At first, “it was difficult for people who had had their own offices for 15 years in the old premises, but overcrowding meant two and even three people were beginning to share an office, so most of the staff are happier with the open concept.”

Noise, privacy and prestige are certainly issues, Bill acknowledges. The 30th floor has a sound-masking system in the ceiling — a low-pitched background sound that helps to keep down the overall intrusiveness of colleagues’ voices — as well as sound-absorbing acoustical ceiling tiles and the soft surfaces of carpet and sparsely-placed fabric-covered partitions.

Strangely enough, now that nobody

**Spacious
uncluttered aisles
and work
“stations” instead
of offices are a
prototype of the
ideal office
environment of the
future.**



Everyone on the 30th floor at 2 Bloor Street West, including Capital and Administrative Services director Albert Côté, has an open-concept office.



His P-shaped desk allows manager Andrew Mellor, on right, to hold spontaneous meetings with staff such as Jeff Gilpin, Andrea Howat and Bill Mocsan without having to book a meeting room.

at Cap and Admin has an 'office' in the traditional sense of the word, the impression that work stations give is of increased spaciousness, when in fact they occupy fewer square feet than many of the old offices did.

"My office entitlement is 150 square feet," Bill points out, "and my current space is only 85 square feet and very comfortable."

Similarly, the workspace occupied by his supervisor, Andrew Mellor, who is co-ordinator of Capital and Accommodation, takes up only 110 square feet, but affords far more space for his frequent meetings around his P-shaped desk than a larger, enclosed

office would. The expanse of window also allows the rest of the staff to share the natural light and magnificent view of Toronto.

People who are at their desks most of the day are given window space, while those who are away at meetings several days a week occupy the inner floor area. For some, windows can be very important.

The building occupied by the Mississauga Area Office, for example, was designed so that almost every office has a window, but this means there are long corridors to travel.

As an experiment, the layout of Cap and Admin Branch is not perfect,

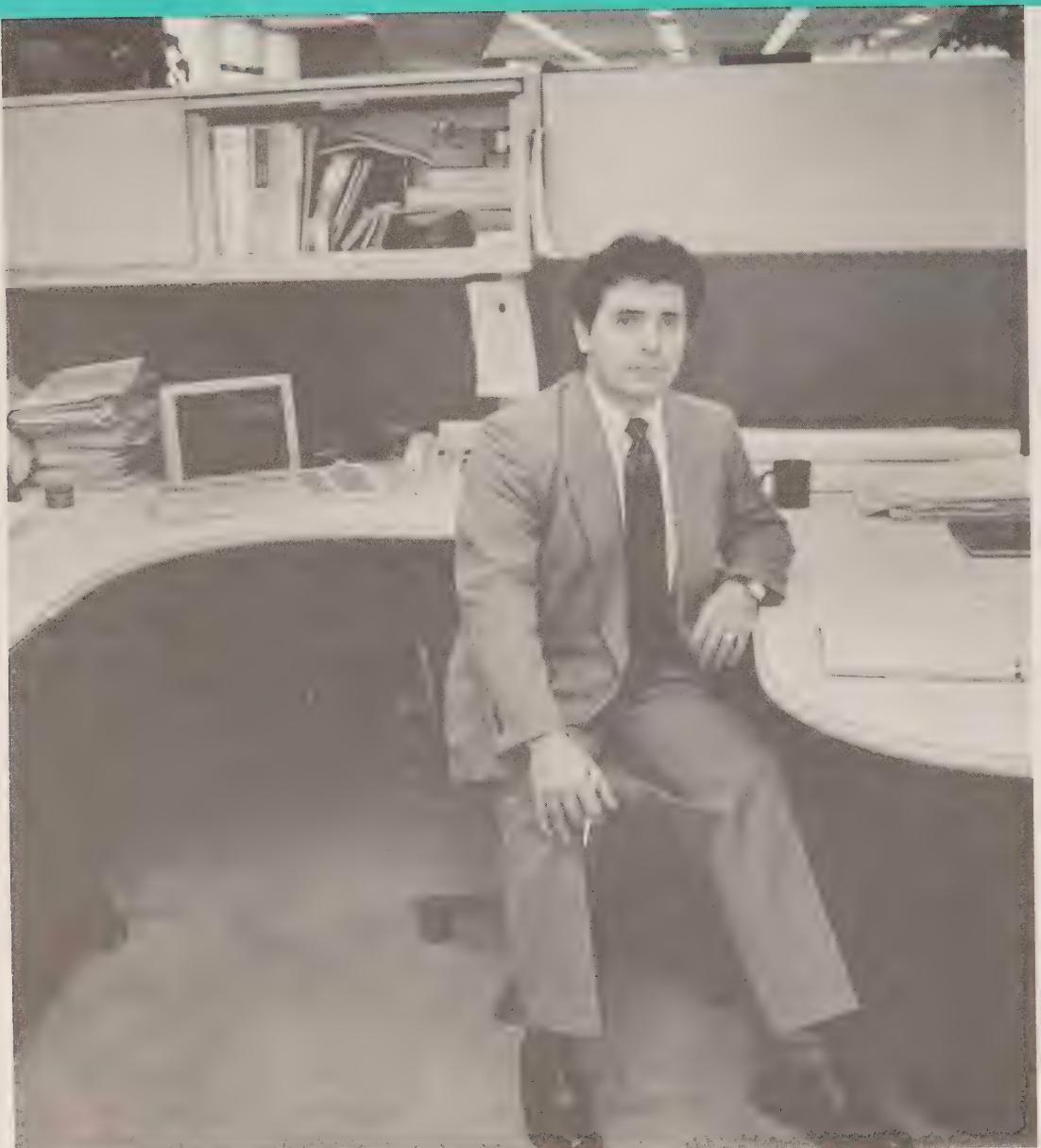
points out Bill. "We all make mistakes with the clerical staff's work stations — they need far more desk surface."

Files are centralized to save space and clutter, another adjustment that had to be made by people who like their files near them.

Partitions, some of which are open at the bottom to increase air circulation, help to provide privacy. Work stations are designed so the occupant directs their voice into the centre, rather than out into the open space.

"Open office etiquette is important,"
continued on the next page

The over-stuffed executive armchair and the humble steno chair of yesteryear are gone.



With the open design concept, and U-shaped desk, Bill Mocsan's 85-square-foot office space looks larger than it really is.

continued from the previous page

says Bill. "People who have had enclosed offices for years have to learn to moderate their voices. Work interruptions are a real problem now that you can't close a door, and we're working on some kind of signal that will prevent people from just 'walking in' when you're busy."

Andrea Howat, project manager in the branch and graduate architect by training, says a lot depends on the function of the workplace. "My work is based on a team effort and we have a project management environment where plenty of back-and-forth communication is encouraged." Free-

standing meeting tables, strategically placed, enhance frequent verbal exchanges. When meetings center on confidential matters, there are a few enclosed rooms for this purpose in the central "core" area of the building.

The human factor has an important role in modern office design, explains Andrea. This includes the furnishings needed, the planning of space and the design of chairs and desks.

The over-stuffed executive armchair and the humble steno chair of yesteryear are gone. "Today, everybody — directors, support staff and professional people — all work on terminals, so they all require a similar

chair, a good, sturdy ergonomic chair that supports the body," notes Andrea. These should be about 40 centimetres, or 1-1/2 feet off the floor and adjustable to achieve back, knee and foot comfort.

All ministries are bound by a standing agreement of purchasing which is handled centrally through the Ministry of Government Services, and cost is the bottom line, so we can't always have what we'd like, Andrea observes. "There's a world of things available, but we're limited by our current procedures in developing the optimum health and comfort possible in the workplace."

Lighting makes a real difference to the feeling employees have about their jobs, she points out. Ceiling light should be softer and workspace task lighting (which is used for specific purposes, such as reading) should dominate, so that individuals can control light levels themselves. "Task lighting also establishes a sense of place and enables a person to feel anchored, less anxious."

Not all ministry employees work in offices, Andrea notes, and there's a whole different set of requirements to consider in residential-type facilities operated or funded by the ministry. "We can't set up a living-room in a children's facility with this lighting," she says, pointing to an overhead fluorescent tube, "and expect kids to feel at home."

Andrea feels strongly that the psychological factors of self-esteem, belonging, contribution and accomplishment are important — wherever we spend time. Consider the '90s phenomenon of 'cocooning' in which people are making their homes a comfortable haven from the outside world.

"Think about what nice surroundings do for all human beings," says Andrea. "It really matters." □

Judith Adams is a freelance writer in Toronto.

by Judith Adams

BREATHING EASIER

Even if you can't open a window, there are ways of improving air quality in your workplace

The air we breathe for half our waking hours five days a week — that is, the air we breathe at work — is vital to our health and productivity. Breathing easier in the workplace is a delicate balance between having a well-maintained building ventilation system in the first place, and making sure that we don't misuse it by blocking air circulation.

When we insist on having too many enclosed offices and put too many people into too-small spaces, we can spoil the best-engineered of air systems and cause serious illness in the bargain, says Andrew Mellor, coordinator of Capital and Accommodation in the Capital and Administrative Services Branch of MCSS. That's one of the most important reasons for the move toward open-concept or open-plan offices in modern office design.

It seems sealed buildings in which windows don't open are here to stay, says Andrew. It's efficient and cost-effective, especially in these energy-conscious days. But without a suitable supply of air from the mechanical system, it sometimes creates serious air problems.

The more tightly you seal a building to cut down energy consumption costs, the less healthy the air you get because the percentage of air contaminants increases, explains Andrew.

"We'd like to keep the carbon dioxide count at less than 600 parts per

million," he adds, and when we look at modern building leases with the Ministry of Government Services nowadays, "we try to make sure landlords are capable of providing at least 15 cubic feet per minute of fresh make-up air coming in."

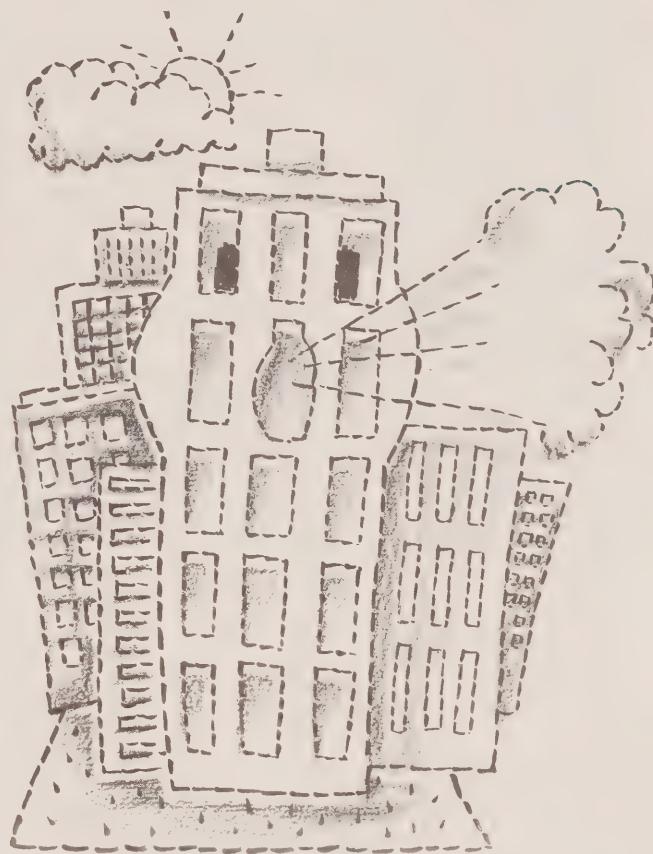
That's three times as much fresh air as some buildings were getting in the early '70s, during the major energy crisis, explains Andrew. "The more fresh air you pump into the building the more it costs in fuel consumption, and during the energy crisis, the minimum make-up air supply level went down to something like 5 cubic feet per minute. It wasn't sufficient."

The ASHRAE standards (American Society of Refrigeration and Air Conditioning Engineers), which are accepted across the continent by building designers and governments, have been increased to counter-act the "sick building syndrome" that was resulting.

"The best monitoring we have is the actual office staff," says Andrew. "People these days are so acutely aware of environment and how it affects their lives, that they're the first to bring air problems to management's attention."

Poor air isn't always the fault of the air system. As a matter of fact, most air quality problems are a direct result of either human or office design features, not building design.

The way the office is laid out has a big influence on the air that eventually reaches your work station. It's important not to block the air supply



Keeping heating ducts and cold-air return vents clear will help improve air circulation in the building you work in. After all, buildings need to "breathe" too.

and exhaust vents which every space needs. The building needs to breathe in and out, too.

It's also important to have as few barriers — walls or free-standing partitions — as possible, and not to house too many people in a given space.

"We're still working on all these things," says Andrew.

Perhaps by the time these problems are worked out, we'll be electronically hooked up to the office and working from home!

The way the office is laid out has a big influence on the air that eventually reaches your work station.

by Elizabeth Marsh

GOING GREEN ON THE GAS PEDAL

Pick up some tips to make your driving less costly and more environmentally friendly



True or false?
1) It's always more economical to use the smallest vehicle for the job.

2) Once your car engine is started, you need to really rev it to get things warmed up.
3) The way you shift gears can affect how much fuel you use.

If you answered 1) False, 2) False, 3) True, to the above questions you're probably already aware of ways to make driving cheaper and friendlier, and you'll win a nod of approval from Jim Lawrie, supervisor of inventory and fleet management in the Capital and Administrative Services Branch.

Jim is responsible for keeping track of all operating costs for MCSS vehicles — approximately 600 of them — ranging from garden tractors (used at larger facilities for grass-cutting and snow-plowing), through to cars and trucks and mini-vans, to buses capable of carrying up to 40 people.

Always on the look-out for ways to cut costs and protect the environment, Jim has demonstrated that servicing vehicles regularly keeps them

roadworthy much longer. For example, at present there are about 30 1983-84 Chevettes in the fleet, and although they are past the optimum replacement age of five years, thanks to careful maintenance, they still give good service. At the same time, they are environmentally friendly. "The average private car is not maintained properly and thus pollutes the air," says Jim, "but government cars are well-maintained."

He's also pleased that more staff are driving ministry cars on ministry business, rather than using personal cars for which they claim mileage compensation. For the fiscal year ending in March 1991, total mileage claims were cut back by one million kilometres from the previous year — and that's a lot of kilometres.

Jim issues memos to those who rack up excessive mileage claims and anyone who exceeds 30,000 km annually will come to the attention of the Ontario government administrative fleet office. He suggests that people travelling on government business should first ask: Is this trip justified? Is anyone else going so we could double

up? Sometimes the computer system in the General Services offices can be used to locate others travelling to the same meeting or conference when pool vehicles at head office are being used.

One environmental step the ministry is adopting is the use of recycled oil for all its vehicles. If this sounds to you as if cars are being serviced with dirty oil, think again. Recycled oil is as good for your car as new oil because it has all impurities removed, says Jim.

Recycling oil is a growing industry and the product is becoming more readily available. Better still, it's getting cheaper. Although recycled oil used to be more expensive than ordinary oil, it's now priced about at par and may become even cheaper.

Soon, too, we may get in the habit of purchasing "recycled" or remanufactured parts: generators, alternators, starter motors and rebuilt tires.

Gasoline is, of course, a major expense for the MCSS fleet, and Jim offers a number of fuel-saving tips that could benefit all drivers:

**Servicing vehicles
regularly keeps
them roadworthy
much longer.**



Julia Naczynski photo

Jim Lawrie, who looks after the ministry's fleet of vehicles, is an expert on fuel economy. Our ministry's fleet operations recently won two government awards for highest fuel savings in the government passenger cars and light truck categories from the Fleet Administration Council.

1 The speed for optimum gas performance is about 70 kilometres per hour. At 120 km per hour, 20 per cent more gas is burned.

2 Properly regulated idle speed and timing saves three to five per cent on fuel.

3 Idling only serves to warm the interior of the car. The engine, particularly if it has fuel injection, takes only 15 to 20 seconds to warm.

4 Good maintenance is essential. Dirty plugs can cause problems that use up to 10 per cent more fuel.

5 Roof racks and wind resistors cause drag and slowdown, thus using more fuel.

6 Tires not kept at the proper pressure slow the speed, which burns more fuel. Check your tire pressure once a week.

7 Coolant not kept at the specified levels will cause the temperature to rise and can result in more fuel used.

8 Using air-conditioning in stop-

and-go traffic can increase fuel use by 10 per cent. On the highway, air-conditioning adds three to four per cent.

9 Open windows cause drag, which uses up more fuel.

10 Driving on seasonal snow tires in the summer time is a fuel-waster.

11 Plan ahead. Determining the best route to your destination can save both time and fuel.

12 Stop-and-go driving uses extra fuel. So does carrying extra weight. Eliminate junk in the trunk to save fuel and money.

13 Pick the right vehicle for the job. At Southwestern Regional Centre in Cedar Springs, a once-discarded electric golf cart now does a great job of carrying supplies around the grounds of the facility.

14 Eliminate 100 per cent on your fuel costs by using public transit. Walk or ride a bike.

Jim worries about the amount of fossil fuel we use and wonders how long it can last. He believes we should evaluate different kinds of alternative fuels, such as natural gas and propane.

Asked to suggest the most important rule to promote environmentally friendly driving, Jim didn't miss a beat: "Use common sense," he replied. "Judge the road conditions and drive accordingly. You don't have to drive 100 kilometres per hour just because the sign says the speed limit is 100 kilometres."

True or false?

The MCSS fleet of vehicles is in good hands.

True. □

Elizabeth Marsh was a public relations officer with the MCSS Communications and Marketing Branch who has written frequently for Dialogue. She recently retired from MCSS.

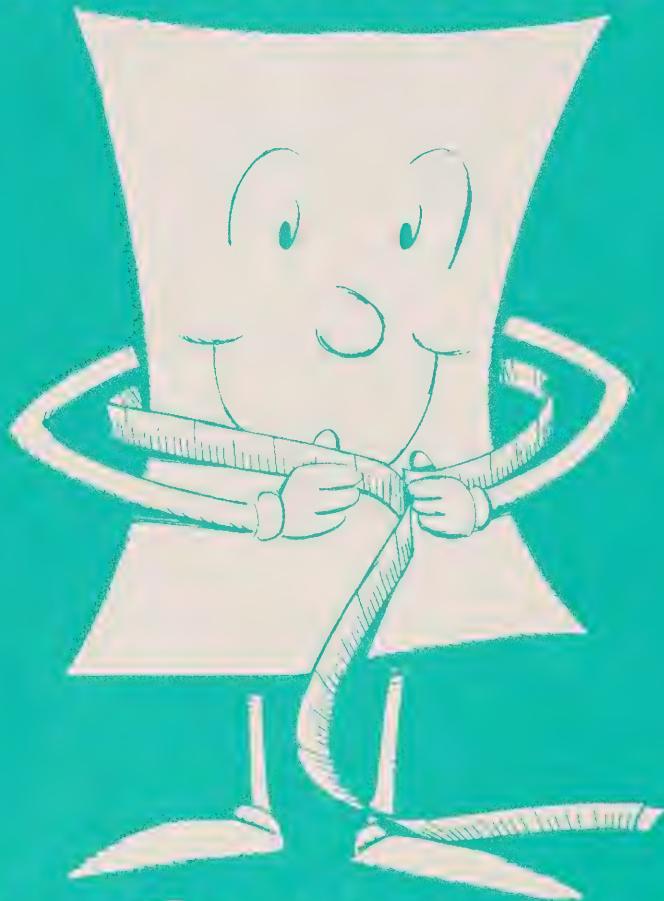
Soon we may get in the habit of purchasing "recycled" or remanufactured parts, such as rebuilt tires.

Story by Julia Naczynski

GOING GREEN IN THE GOVERNMENT

It's not just a colour any more — green is a whole new way of doing business in your workplace

Be a Waste Watcher



Reduce the paper you use

Your paycheque envelopes have begun carrying an environmental message recently.

The reusable rubber-stamp messages—such as “Reduce Reuse Recycle — Remember,” “Green Team” and “Re-use Before Recycle”—are one way that Capital and Administrative Services is encouraging ministry employees to “think green.”

It’s all part of the government-wide Greening of Government Operations (GGO) project, which is aimed at getting government workers to think about environmentally-sensitive things that we can do in our workplaces.

In your workplace — among other things — this means you or some of your colleagues are members of a “Green Team” of employees who are coming up with your own “green” activities for your worksite.

There’s a lot of enthusiasm out there for the environmental movement, says Sudhir Handa, who, as co-ordinator of corporate projects for Cap and Admin, is overseeing the set-up of GGO for MCSS. “In Cobourg, 14 people showed up to volunteer for the Green Team in a workplace of 160 staff. That’s pretty good.”

The GGO project, which was announced in the Legislature in October during Waste Reduction Week, is part of an on-going program

THINK Green MCSS

to expand the 3 R principles throughout all government offices and operations, explains Sudhir. These environmental protection initiatives are expanding to include better purchasing practices, energy and water conservation and improved management of air quality and hazardous materials.

"This is going to affect how we do business, what we buy, how we receive it and how we use what we buy," predicts Sudhir. "The "green" way of doing things is now a reality — but a welcome one."

For example, when Cap and Admin moved to 2 Bloor Street West, the suppliers were told to deliver the furniture in blankets, not boxes, and to take the blankets with them when they completed delivery, Sudhir says.

Already, the amount of waste in government-owned buildings has been reduced by 28 per cent, which more than meets the original goal (set by the Ministry of the Environment) of reducing waste by 25 per cent in 1992. (The next target is to reduce waste by 50 per cent by the year 1995.)



The rubber-stamp messages on the pay-cheque envelopes are another simple example of "green" principles at work. "The stamps are reusable, the ink is vegetable-based and it doesn't create extra paper that just gets thrown away," says Sudhir. Changing the colour of the ink makes the stamps

look different without the need to create more stamps.

Double-sided copying (called duplexing) is another easy way to reduce paper use. So is buying supplies that are made of recycled materials, such as recycled paper; choosing energy-efficient light bulbs; and buying recycled oil for vehicles and machinery.

"There are lots of ways we can encourage environmentalism in the workplace," says Sudhir.

He's been finding out about the many ways ministry employees support the 3 Rs through a checklist for the GGO program that all the Green Teams have been asked to send him. Each team in the ministry has been asked to complete the checklist for their worksite, which asks such questions as: "Do you re-use cardboard boxes?" "Do you use recyclable paper in your fax machine?" "Do you re-ink line printer ribbons?" and "Do you return bubble pack packaging for re-use?"

Here's what some Green Teams and environmentally-conscious worksites have come up with as they "think green" in the workplace:

❖ Prince Edward Heights in Picton has used the blank sides of already-used paper for letters, rough reports and "for approval" copies of documents. They draw a line through the already-used side and turn the paper other-side up to reduce the chance for confusion.

❖ Huronia Regional Centre in Orillia started its recycling program in 1989. It now includes sending HRC's shredded paper to a giftware distributor for use as packaging material, and sending plastic containers such as juice and yogurt cups to the Canadian Red Cross for use in their relief packages.

❖ At Southwestern Regional Centre, shredded newspaper is used as cheap and warm bedding for the animals in the livestock program.

REDUCE
REUSE
RECYCLE
REMEMBER!
MCSS

The Green Teams will report annually on the progress their workplace is making, says Sudhir. □

Watch for Earth Week activities which are being organized by your Green Team for the week of April 19 — 25.

**RE-USE
before
RECYCLE**

-MCSS

They're not only recycling their own waste but some public facilities are sending their recyclable material to SRC for separation.

❖ Rideau Regional Centre is one of many facilities to develop a recycling program that is combined with job training for residents, who sort recyclable paper, cans and cloth. Old cloth is made into industrial-use wipers.

❖ The Communications and Marketing Branch Green Team sent an e-mail to branch staff suggesting ways to have a "green" Christmas.

❖ During last year's Earth Week (Earth Day is April 22 every year), Thistletown Regional Centre organized a nature walk, held a contest for environmental ideas (they put up an Earth Day Tree with environmental tips written on the leaves) and blitzed staff with posters to encourage the 3 Rs in the workplace. □

Story by Brenda Kosky
Photos by Brian Pickell

Spotlight on:

Architectural
Resources Unit

**The unit ensures
that ministry-
related facilities
and programs
meet planning
and design
standards.**

As the senior consulting architect with the ministry's architectural resources unit, Shashi Taylor's workplace is not only unique, but challenging.

Established in 1974, it is one of only a few units of its kind within the Ontario government. There are only a handful of other provincial ministries with their own in-house architectural departments. "We are really at the forefront of architectural consulting for programs funded and supported by MCSS," explains Shashi.

The architectural team consists of Shashi, manager John May, architects Adina Radley and Christopher Nokes, senior designers Andrea Howat and Linda Bradley, and an architectural student who, under a co-operative education program, works for a four-month period with this group.

Shashi and his colleagues are responsible for rendering a variety of services centring on buildings and their design. They help to ensure that ministry-funded and/or -operated facilities such as homes for the aged, child care centres and facilities for young offenders and for people with developmental disabilities meet planning and design standards; educate their clients on the physical environments that best meet the needs of residents/users; and guide policy about physical environments.

Also provided are planning and design services for ministry accommodations.

The unit provides checks and

DESIGNING TOGETHER

The ministry's architectural unit is a rarity in government



Senior architect Shashi Taylor and his colleagues at the ministry's Architectural Resources Unit guide the design of physical environments.



The Architectural Resources team: Andrea Howat, Linda Bradley, Christopher Nokes, Shashi Taylor, John May and Adina Radley. They're showing an artist's rendering of the Women's and Children's Crisis Centre in Barrie, a project built last year with ministry funding.

balances to annual capital expenditures of \$100-million-plus on projects relating to bricks and mortar.

In his 22 years as an architect, Shashi has gained extensive experience working on projects in both the private and public sectors. He studied architecture in his native India, then moved to Canada in 1972, where he successfully completed the mandatory exams for registration as an architect in Ontario.

Shashi later worked for some leading architectural firms on projects, such as the Eaton Centre and First Canadian Place in downtown Toronto. Just prior to joining MCSS, he worked for Scotiabank as senior architect on the Scotia Plaza project, an imposing

development among Toronto's Bay Street skyscrapers. He later made the change from the corporate world to the public sector.

"The ministry offered very different challenges," Shashi explains. While with the corporation, Shashi had worked on large-scale downtown Toronto developments, and "although I enjoyed participating in projects of such magnitude, I found that my focus was narrow and, in many ways, limiting," he says now. "I was dealing mostly with technical people and very specialized consultants."

"By contrast, within the government I find myself relating to a much broader spectrum of people who are more interested in the social rather

than the technical aspects of architecture."

Shashi and the team base much of their work upon the idea that there is an ever-present relationship between architecture and day-to-day living. He has found that working in the public sector, particularly this ministry, has heightened his own awareness of the degree to which architectural design affects people. "People at times are not consciously aware of how architecture affects their daily lives."

Think, for example, of an elderly person; imagine this senior living in a three-storey house, and then in a bungalow, which is much more convenient, accessible and easier to

continued on the next page

**"People at times
are not
consciously
aware of how
architecture
affects their daily
lives."**



Shashi and manager John May study blueprints of a project.

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maintain for someone with perhaps limited mobility. "The differences in lifestyle that are imposed — or enhanced — by architecture are significant."

Shashi enjoys the area of policy as it is related to architecture. "I have greater input in policy areas than ever before," he says. "In fact, it is a very important and rewarding component of my job."

One of the challenging aspects of Shashi's job is to guide or direct architectural design. When architects retained by agencies (for example) submit designs for him to review, he must ensure that the goals and objectives of the ministry are being met while at the same time a creative element is preserved. "Therefore, we provide guidelines which describe our

functional expectation, but still leave room for creativity.

"Another difficult issue is actually making specific recommendations for change (to a design); critiquing a fellow professional's work requires a great deal of sensitivity and objectivity in our approach."

Shashi often must take highly technical information and translate it into layman's terms that non-technical people can understand. Most people in the ministry and our transfer payment agencies don't have an architectural background, but "they do have a great deal of interest in what we as architects are saying. It is my job to convey that information to them in a way they will comprehend."

There is an overwhelming number of guidelines, conditions and regulations that accompany this work.

Accessibility has become a major design issue.

There are many regulations surrounding, for example, the accessibility of government buildings for people with physical disabilities; in fact, it has become a major design issue. "There has been a much greater awareness of accessibility in the past 15 years," he says. "I am very pleased with this development and hope to see it become part of the normal and routine considerations of design professionals." The unit has always actively promoted high accessibility standards and does its best to exceed the minimum requirements.

Typically, Shashi and the team have anywhere from 30 to 40 design projects on the go at any one time, ranging from on-site consulting to rewriting guidelines. One of Shashi's favourite recent endeavours was the child care forum, *Designing Together*, in March 1991. Working in conjunction with our own Child Care Branch and Operations Division and with the Ministry of Education, the unit was active in planning the forum, which focused upon the future development of child care facilities in public schools throughout the province.

"Although the time required to plan the event far exceeded anyone's initial expectations, the results made it all worthwhile," says Shashi. "I am now busy working on the new design guidelines and approval process as promised at the forum."

Shashi, who joined MCSS almost three years ago, has many challenges in his personal life as well. Shashi is an avid bridge player. At the 1991 Canadian National Bridge Tournament, Shashi placed first among several hundred contestants. □

If you're interested in architecture, or have any questions, comments or suggestions about MCSS projects, you can reach Shashi at the Architectural Resources Unit, 2 Bloor Street West, 30th floor (416-327-4624).

Brenda Kosky is a freelance writer in Toronto.

Story by Alan Fleming
Photos by Brian Pickell

SAFE AND SECURE

Those are the watchwords to keep in mind when you build and furnish a custody facility like Arrell Youth Centre

Arrell Youth Centre is the ministry's newest and most modern secure custody facility for young offenders. The building, which might be mistaken for a large fire station but for the 12-foot fencing around it, is on a pleasant country-like setting overlooking Albion Hills Conservation Park, just outside Hamilton.

A tour of Arrell might give you the impression that, although it's not the Ritz, it has many of the comforts of home. And it does. But a closer look confirms it also has all the detailed safety and security measures befitting a secure facility.

"As adults, we sometimes lose sight of the natural stressors of adolescence," says Arrell superintendent Al Roach.

"Mix in some severe anti-authoritive attitude, a little loneliness for family and friends, and you have the ingredients for some pretty traumatic behaviour."

For this reason, Arrell and facilities like it must include security and safety in the design of the building and its furnishings.

continued on the next page



Child care worker Joe Bowlby-Lalonde demonstrates how a "shadow board" helps staff see at a glance if any craft tools have not been turned in.



Arrell superintendent Al Roach shows how curtains at the facility are fastened with Velcro strips.

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Bulletin boards are permanently mounted to the wall and papers are attached with staples, not pins; clocks are covered with unbreakable plexiglass, and pictures are mounted on light-weight polystyrene — small things perhaps, but they display the thought toward safety and security that has gone into the design of the environment.

Moving into the living area at Arrell, you can get a further idea of what the living environment is like for the youths, who are 12 to 15 years old. In the dining room, table legs are welded to the tabletop so that the legs cannot be broken off and used as weapons.

In the kitchenette, the microwave

oven and stove are activated by a separate switch in the locked electrical panel box, as are the lights. This prevents a youth from putting the place in total darkness.

Even in the washrooms, the shower curtain rods are flexible so they cannot be used to hang oneself. The shower-heads have rounded edges to which nothing can be secured.

In the bedrooms all furniture — bed, desk, stool — is fastened to the floor. All rooms are equipped with locks that can open with a key from the outside but can be readily opened from the inside, which allows for privacy as well as emergency evacuation.

Windows open for fresh air, which is unusual in a facility of this type, but only staff with a special key can

open them to a spring-loaded stainless steel mesh screen. Curtains are fastened along Velcro strips, again avoiding the potential use of a curtain rod as a weapon or to attempt hanging.

A program office acts as the "hub" for such things as key control, fire and duress alarms, outside TV monitors and the like.

Personal safety devices (PSDs) are the newest safety item. All staff who work directly with the youths must wear the pen-like device. The device needs to be activated within a 40-foot radius of the nearest ceiling-installed alarm, which means they don't always work as they should.

"Too often, we find ourselves reacting to false alarms, or on

occasion, they do not work," says Al.

"On these occasions, we have to revert to techniques like telephones, walkie-talkies, or just plain hollering for help. This may sound silly, but it is still a most effective way of summoning assistance."

Almost any item can be used as a weapon or for self-injury. Even a bar of soap placed inside a stocking can be fairly intimidating when swung by an out-of-control youth.

Indeed, the kids have access to potentially dangerous articles like scissors, craft cutting tools, baseball bats and so on, but they are all controlled — even silverware. Staff always know how many of each item are in circulation and they are under lock and key when they are not being used. Cupboards have "shadow boards" to help staff check that all tools and items have been turned in. When cutlery is turned in at the end of a meal, it's counted.

Colour was also an important consideration when designing the facility. Research indicates that soft pastel colours are less likely to stimulate aggression than bright deep tones. Arrell uses a combination of light blues and pinks.

Of course, atmosphere and attitude are part of the environment as well. Al acknowledges that while the facility has its comforts, for most kids it is not an easy ride. However home-like, a facility like Arrell is still an institution; there is not much opportunity for the kids to make their own decisions, and they certainly don't have much freedom.

"A key challenge for staff is to channel programming into helping kids learn skills which can assist them in making better decisions for themselves," says Al, "to think more concretely about why they do various things or react to certain stressors in a particular way. It is their long-term future that we are most concerned about."

This year, Albion House, the 12-bed

detention wing of Arrell, will be home to as many as 375 young people who will stay an average of three weeks, mainly while waiting to appear in court. Up to 40 young people will call Optimist House, the 10-bed secure custody wing, home for an average 18-month stay. Most are 15; only about three per cent are 12 or 13. The majority have committed property offences.

"Generally, these are kids who have not responded positively to less intrusive court-ordered sanctions like restitutions, fines, probation and open custody," says Al.

In spite of sometimes intimidating security features, "Arrell is a very friendly place," says Al, "a supportive and progressive environment." With a ratio of one worker to every four or five residents, most staff are trained in the social sciences. About half have training in child care or recreation; the remainder trained in psychology, sociology or physical education.

All staff receive two days' training annually in PMAB techniques — prevention and management of aggressive behaviour — and learn how to exert physical restraint only when necessary and without harm to themselves or the youths.

"There is hostility and aggression out there, and staff must know how to protect themselves if the situation arises," observes Al. "This means they can be more relaxed and confident on the job."

Al says most of the residents are "good kids who've lost their way or strayed off track, and just need some firm direction and guidance, and sometimes a good strong parental or authority figure."

Arrell functions on the principle that a busy, productive and stimulating environment contributes to an atmosphere of peace and well-being. Put simply by Al, "a happy kid is a busy kid, and a busy kid is a happy kid." And, in turn, a happy environment is more likely to be a peaceful one.

The facility has three on-site classrooms for academic studies in English, math and visual arts (which provides a creative outlet). These studies are credit courses which can be put toward a high school diploma.

Beverley Parker is the program director of secure custody, secure detention, secure treatment at Thistle-town Regional Centre's Syl Apps Campus in Oakville.

Beverley concurs with Al Roach that keeping kids busy and keeping them safe promotes a sense of security and well-being. She says that the key to a peaceful environment is "almost always in the way you deal with young people anyway — in relationships with them and the way you read them."

With young people who are striving for maturity and its responsibilities, growing up is a frightening thing, "so you get acting-out behaviour and aggression," she says. "It is a scary,

vulnerable time for the youths, and therefore an often frustrating and volatile time."

Beverley says that maintaining security requires a professional approach. Not only do you have to be alert to how they are acting or reacting, attention must be paid "to what they are saying — or not saying."

She agrees with Al that "safety and security are absolutely vital to a therapeutic environment."

Says Al: "It is the aim and hope of all in the field that not only has the public been adequately protected during the youths' stay but, just as important, that the time at a facility like Arrell has had a positive impact on the youth's ability to succeed as a law-abiding, responsible citizen.

"That's the bottom line." □

Alan Fleming is an information officer with the MCSS Communications and Marketing Branch.



Arrell staffer Ted E. Biros unlocks a window to allow fresh air through a specially-designed secure screen.

A SAFE PLACE TO WORK

Joint health and safety committees are looking out for you on the job

As a cook at Huronia Regional Centre, Cliff Woodrow is well aware of the perils of the kitchen. Aware, yes, but not necessarily accepting of its hazards.

"A lot of people think that cuts and burns are something that come with the job," he says. "Well, they're *not* part of the job."

Assessing the potential for and preventing mishaps are just two of the tasks of the ministry's many joint health and safety committees, or JHSCs. About 40 such committees are scattered throughout MCSS — twice as many as last spring — as a result of changes to Ontario's Occupational Health and Safety Act.

The Act was revised January 1, 1991, by Bill 208, which called for (among other things) the establishment of JHSCs in any workplace with at least 20 workers. (Those with five to 19 employees have a health and safety representative.) Over the year, the newly-created committees began forming in several work areas for the first time, such as offices; some workplaces, particularly facilities, have had committees for some time.

Consisting of four to 10 people — selected in equal numbers by OPSEU and management — the committees are responsible for any occupational health and safety concerns, from faulty machinery to an extension cord stretched across an aisle. They meet every two months to discuss issues

**There are about
40 JHSCs
throughout the
ministry.**



and make recommendations. Members also are required to conduct a workplace safety inspection every month.

"It's like an audit," explains occupational health and safety manager Malcolm McDougall. "It's an organized examination of the workplace. They're looking for fairly obvious hazards."

Along with the individual workplace committees, MCSS is one of a handful of ministries to include a ministry committee with representation from across the province. Chaired by Cliff Woodrow representing OPSEU and Mary Kardos Burton of Human Resources representing management, this committee met for the first time in

November 1991. The ministry committee is a forum for looking at ministry-wide health and safety issues, whether it's about (for example) security in income maintenance offices or joint training initiatives.

Malcolm and his staff monitor the work of all the JHSCs, and see that the committee system functions as intended.

In conjunction with OPSEU, Malcolm's section has also developed a health and safety training package for committee members, to be delivered throughout 1992. It is a package, notes Cliff, that promises to ensure that management and OPSEU are "on the same page" regarding health and safety.

"You don't have conflicts when both parties are well-trained," he says. "We've all heard the same health and safety story."

For more information about health and safety issues and the JHSCs, call Malcolm McDougall at (416) 327-4782. □

Stuart Foxman is a freelance writer in Toronto.

by Julia Naczynski

QRT: THE QUICK RESPONSE TEAM AT YOUR SERVICE

If you need special help to do your job, these are the people who can accommodate you

Scenario 1: You've just returned to work at MCSS after an illness but because you've lost some of your hearing capacity, you can't use an ordinary telephone the way you used to.

Scenario 2: A new employee has started working in your branch and needs her workstation altered to accommodate her wheelchair.

In either case, who are you going to call?

Try the Quick Response Team — QRT for short — for help in accommodating employees who have special workspace or equipment needs because of a disability.

QRT, which has members from the Program Technology Branch, the Employment Equity Unit and Capital and Administrative Services Branch,

came into existence as a pilot project in October 1991.

The team, which is co-ordinated by Bruce Vachon at Program Technology (416-730-6464), can quickly help provide a full range of accommodations which might be needed by people with disabilities to perform the essential duties of their position. This can include technical aids, modifications to the workplace or the job and other specialized help. It's available to employees and applicants with disabilities, and is receiving part of its funding from the OPS Employment Equity Fund.

"The team is currently dealing with about a dozen people," says Bruce.

To date the team has helped accommodate people's needs with technology such as DEC access for persons with low vision, worksite

modification for a variety of physical conditions, and voice recognition devices, among other types of assistance.

Access to the team can be made directly by the employee, by the employee's supervisor or by the employee's Human Resources representative.

Questions about the OPS



Employment Accommodation Fund, the MCSS Technical Aids Fund and accommodation policy can continue to be directed to the Employment Equity Unit at (416) 327-4814. The manager of the unit is Kathy Macpherson.

A steering committee, which includes OPSEU representation, is chaired by Human Resources director Mary Kardos Burton. The committee is studying the effectiveness of the QRT and will put forward long-term recommendations about the pilot to the ministry's Management Committee. □

Editor's note: Watch for the next issue of Dialogue for a follow-up story about the Quick Response Team.



by Elizabeth Sharp

THE REALITY OF CHANGE AT WORK

Restructuring and reorganization mean we all must face the challenge of change in our work and personal lives

Hardly an organization, business, institution or level of government can escape the constant push to change, adapt and rethink.

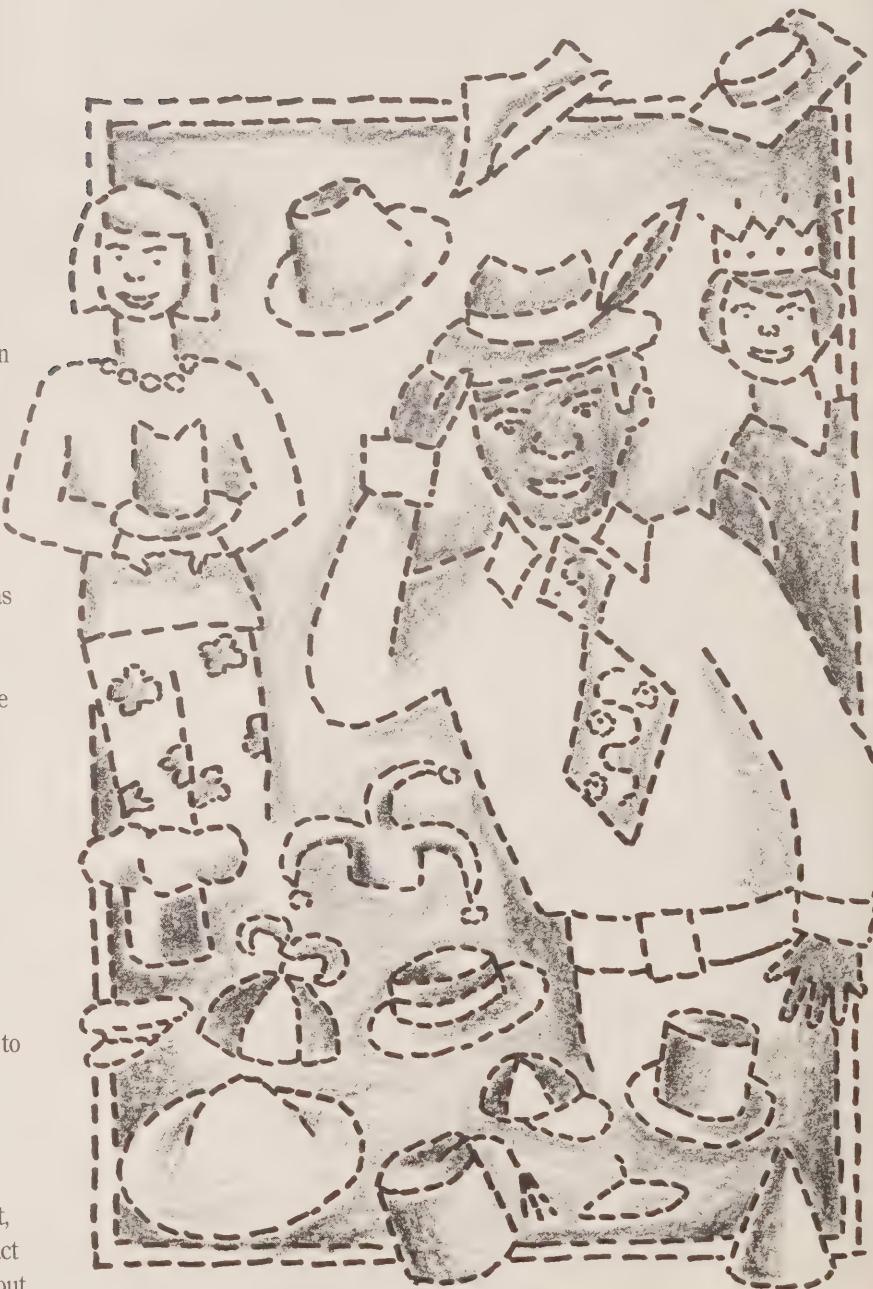
Organizational change in the workplace can be exciting and energizing. As one manager who was recently involved in a corporate restructuring observed, "the exhilaration of the change process has pumped adrenaline into the organization."

However, change in the workplace can disrupt people's lives.

We all read the headlines, we all watch the news and know of massive layoffs, plant closings, high unemployment, rising welfare costs and spiralling deficits. We all know someone who is unemployed, or is going back to school, or changing careers.

Some organizations have learned to cope effectively with the recession; some even are transforming it into a golden opportunity.

"We hear a lot about all the negatives in the current environment, but we should not lose sight of the fact that there are some solid successes out there," says Pat Palmer, president of the Ontario Chamber of Commerce.



Change is often an opportunity for employees to 'try on different hats' at work and take on new or different responsibilities.

"Ontario is not down and out," says Pat, reeling off a list of strong performers. "There is a real enterprising spirit that is going to see us through the tough times."

No organization, business, institution or level of government can escape the constant push to change, adapt or rethink old ways of operating that are no longer working well. And we all know that our ministry has been affected by economic upheaval and social changes.

Reorganization is part of our lives, and we anticipate how organizational change will affect our jobs, our satisfaction with the job, our relations with co-workers, and our future.

It's the same story everywhere. It has been called the corporate balancing act — do more with less, cut back and grow, accomplish more with fewer resources. Working in such an environment is challenging and every day, compromises and sacrifices must be made.

To stand out from the competition, firms in the private sector are maintaining strict quality standards and going out of their way to listen to their customers.

One chief executive officer of a major corporation recently commented that "the only management practice that's now constant in the workplace is the practice of constantly accommodating to change." Today, corporations need to be ever-prepared for change and to rely on the commitment of their people.

But while commitment grows in a secure and certain environment, organizational change usually fosters

uncertainty and insecurity.

How does any organization undergoing major changes overcome this inevitable barrier to success? How does a company manage change without sacrificing its bond to its people?

Many corporations have found that a carefully-developed plan for change helps to alleviate employee stress and uncertainty.

Recognizing and dealing with the 'people factor' is a major part of planning for organizational change. Unless people are informed of how change will affect them, most will resist. That is why consultants who specialize in organizational change emphasize the importance of communicating information to employees.

The more that's known about change, the less it is resisted. If managers don't keep their employees informed, rumours can develop and take on a life of their own.

For example, Delta Airlines established a toll-free hotline for employees who had questions about an upcoming merger, and issued several newsletters containing informative articles on what the merger would mean for them. Through its health services unit, the corporation offered stress management seminars and counselling sessions.

Another corporation set up a formal mentoring program responding to the need for improved learning capabilities because employees' jobs were changing.

Companies which have involved their human resources professionals have found the change process more acceptable and exciting for employees. HR professionals can create and promote team approaches and project management, upward feedback and appraisals of managers, and, for all

employees, programs of personal development planning.

Managers and supervisors may need training in communication, coaching and problem-solving. Managers need to learn new roles to act as catalysts and facilitators.

The most powerful tool found to implement major change is the development of a shared vision of an even more positive future, one that is easily communicated to employees. Presenting change as a rational improvement to the existing situation is a major step in preparing people for change. Company managers may also need to establish "business partnerships" with their unions, to allow them to move more quickly to change jobs, design new career paths or train for new skills.

With the extra stress in the workplace today — and, for most, the continuing strain of balancing work and family responsibilities — the prevailing culture of the workplace can sometimes diminish an employee's morale. Often, the combined value of low-cost "perks" and special adaptations — such as compressed work weeks, variable working hours and stress management counselling — will help give employees the needed feeling of being trusted and valued in times of organizational change. □

Elizabeth Sharp is a program consultant with Planning and Organizational Review, MCSS Human Resources.

"The only management practice that's now constant in the workplace is the practice of constantly accommodating to change."

by Brian Rosborough

Do You Know Who Your FIPP REP Is?

A reminder that the Freedom of Information and Protection of Privacy Act affects everyone in the ministry

The Freedom of Information and Protection of Privacy Act (FIPPA) sets out guidelines for the protection of personal records and the disclosure of information by the Ontario government.

How much do you know about your responsibilities under the act? Test your knowledge:

- * Are you aware that you have an obligation to protect the privacy of people who have contact with the ministry?
- * Did you know that a formal request for access to records can be made of any MCSS employee at any time?
- * Are you aware of the ministry's "clean desk top" policy?
- * Do you know what constitutes a record? What about electronic files?

Do you know who to ask if you have questions about the act? Your FIPP representative has the answers, but here are a few of the basics.

The act asserts that any resident of Ontario has a right to know what personal information the Ontario government holds in its files about him or her, and a right to gain access to that information and to correct any errors that may exist. FIPPA also establishes the responsibility of the government to protect the confidentiality of personal information in its care, and to provide only non-personal information to the public.

At MCSS, authority to administer



While government records are an open book, an individual's personal records are under lock and key under FIPPA guidelines.

the act is decentralized with decision-making responsibility delegated to branch directors, regional directors and senior management, as well as area managers and facility administrators across the province. Every branch or facility has a designated "decisionmaker" and a FIPP representative who advises both the decisionmaker and co-workers of their responsibilities under the act.

MCSS is unique in its decentralized administration of the act. The ministry's FIPP co-ordinator ensures that MCSS is fulfilling its responsibilities under the act. The FIPP unit provides training to decisionmakers and regional FIPP reps who are responsible for training FIPP reps in their regions.

The unit also works closely with the ministry's records management professionals to ensure that ministry

forms meet the requirements of the act.

The unit was instrumental last year in ensuring the all new facsimile machines in the ministry will have the capacity to secure information electronically until it can be retrieved by authorized staff.

Requests for personal information from the ministry

were up by 34 per cent in the first half of 1991. As Ontarians become more familiar with their rights under the act, interest in privacy and confidentiality issues increases. In the rapidly-developing industry of information management in which we all play a part, we are faced with increasing challenges and questions about our responsibilities when dealing with sensitive information.

The FIPP unit recently became part of Capital and Administrative Services at 2 Bloor Street West, Toronto. The unit can be reached at (416) 327-4635. □

Brian Rosborough is an information/correspondence officer with the MCSS Communications and Marketing Branch. He is also that branch's FIPP representative.



Story and photo by Joan Eastman

PUTTING COLOUR IN YOUR LIFE

Southwestern Regional Centre finds that colour makes a difference, thanks to a job-creation project

Today's popular "earth" tones might dampen your mood, punchy "primaries" may make you nervous, a pastel palette may put you to sleep.

Like music, visual experiences can induce sensations that cannot be translated into words — a rich and powerful means of expression and arousal of emotions.

In experiments, workers who had to carry black boxes complained of strained backs — until the boxes were painted pale green. Then, the workers reported that the new "lightweight" boxes made a real difference.

Factory workers complained of feeling cold, but their protests ceased when blue-green factory walls were painted coral.

Our response to colour is instantaneous, physical and psychological, and as yet only partly explained.

The history of colour is also an intriguing study as attitudes vary with each age, culture and group; we pass through colour phases.

Conformity was king in the '50s, and corridors of endless grey-tiled walls at Southwestern Regional Centre (built in 1961) recall that homogenous era.

Colour is the easiest form of effective change; however, when considering 550,000 square feet of space (equal to about 350 average homes), an abundance of goodwill and imagination is easily overwhelmed by a short supply of workers and money.

But SRC's application in 1988 to the Unemployment Insurance Commission's Section 38, Job Creation Plan overcame all that. Dubbed the Environmental Project, the program established a federal grant precedent as the longest-running job-creation project ever awarded to a provincial government facility. It was renewed each year from 1988 to 1991.

The renewals were due mainly to the success of the participating workers, whose rate of entry into the job market because of their work experience at SRC was about 60 per cent.

An SRC professional maintenance painter, Bill Van Loon, trained and supervised the UIC project workers, and a graphic consultant was contracted to design the centre's interior.

Colour preferences have been extensively studied. In general, red and blue are favourites; orange and yellow-green the least-liked. Intense colours are favoured to neutrals, and women prefer lighter hues than men.

In long-term care settings, well-chosen colours can: diminish anxiety, promote function and interaction, improve staff productivity, encourage family visits, and discourage undesired behaviours such as wandering. Colour also adds variety and stimulation, which is important in work with people who have developmental disabilities or cognitive disorders.

Besides adding colour through paint, the project crews built sun-



Paul Boumeester and Steve Somr, on the ladder, finish the decorative touches on a newly-constructed picnic shelter at SRC. Shelters, patios, a stone walkway to the petting farm, elevated flowerbeds, shade tree areas, and barbecue areas. Railings, fences and playground equipment were given bright hues.

In all, 20 workers performed 550 weeks of work. The grants for wages and materials totalled more than \$220,000, leaving the cost to SRC at just over \$71,000 — a smart business deal.

Art Neville, the project co-ordinator, says the workers' desire to better themselves is a key to the project's success. "We hope the experience of the project work will afford them work-related knowledge and responsibility, and provide a much better mechanism to help them cope with the community job market." □

Joan Eastman is an information officer at Southwestern Regional Centre near Blenheim, and editor of the SRC newsletter, Centrestage.

The Environmental Project set a precedent as the longest-running job-creation project ever awarded to a provincial government facility.

THE SPORTING LIFE AT NRC

There's more to luge than flying down a glare ice track at death-defying speeds. Northwestern Regional Centre ran a unique program this past winter that allowed residents and community clients to get to know this Olympic winter sport.

In co-operation with the provincially-operated ski hill Big Thunder, the NRC recreation department and volunteers coached adults with developmental disabilities in the skill of luge sledding and downhill skiing.

NRC recreationists Marlene Wright and Bryan Rice approached Big Thunder instructors about offering the program to people who wouldn't otherwise be able to get involved in the exciting

programs the outdoor facility offers.

Marlene and Bryan recruited participants from NRC and community agencies in an effort to offer more recreation for people with developmental adults in Thunder Bay. Marlene and Bryan explain that they think working together with community agencies is the best way to serve the client.

"We have the skills and the experience and the staff," explains Marlene, who is assistant supervisor of recreation. "We have always had to be community-focused, so we thought, 'Let's get even more imaginative in our programming.'

Two sessions of luge, and two of downhill skiing, were



Luge sledder Ernie Bittner gets some encouraging words from Big Thunder instructor Joe Dampier and NRC recreationist Marlene Wright as he takes off.

offered. There were a few wipe-outs, but participants enjoyed everything from mastering new skills to the après-ski scene. □

*Elaine Lynch
Community Relations
Co-ordinator, Northwestern
Regional Centre, Thunder Bay*

GETTING TO KNOW YOU

Okay, we know you don't want to think about Christmas at this time of year.

But it was during the holiday season that the Human Resources Branch showed just how resourceful they can be.

It began when HR moved to their new offices at 2 Bloor Street West on the 23rd floor. This marked the first time all members of the branch (except for Library and Learning Resources) were together in the same location; previously Employee Relations had been in the Hepburn Block, the Performance and Development people had been at 880 Bay Street, and so on.

Many people only knew each

other as voices on the telephone.

What to do to get people to know each other better? What you always do to find a solution to a problem — form a committee!

But this was no ordinary committee. This one was called the Branch Bonding Committee. Its mission: to get the units to consolidate into a unified branch.

They came up with the idea of a special event to tie into the holiday season, called the Festival of Festivals, a pot-luck lunch in which everyone could participate.

Each unit chose a theme and worked together to decorate the office, bring in food and even wear costumes appropriate to



Doug Milic admires his environmentally-friendly office Christmas tree — a coat tree decorated with all the trimmings.

the theme they'd chosen.

Employee Relations featured a Dutch Christmas; Employment Equity, A Victorian Christmas; Head Office Unit, a Christmas Wish; Occupational Health, the Tacky Party; Performance and Development, an at-home Christmas morning (complete

with staff in their bathrobes preparing freshly-made pancakes while the movie "Holiday Inn" played on a VCR); Planning and Organizational Review had Toyland; while Policy and Initiatives held an International Christmas.

On the chosen day, employees spent their lunch hour strolling around the office in their "theme" garb, sampling the foods that

participants brought for the occasion and getting to know each other better.

The event was proclaimed a huge success and likely got participants thinking about a future joint project — a diet club! □

RIDEAU CO-SPONSORS INTERNATIONAL CONFERENCE

by Dr. Robert Rea, RRC Psychology Department

That Rideau Regional Centre, after 40 years of service, continues to provide leadership in serving people with developmental disabilities was amply demonstrated by the centre's co-sponsoring of the first International Conference on Habilitative Healthcare in Ottawa last September.

This outstanding event, held with co-sponsors Royal Ottawa Hospital and the Habilitative Mental Healthcare Newsletter of Brookline Village in Massachusetts, featured eminent researchers in the field of developmental disabilities from around the continent.

Several sessions were aimed at training of direct care workers. These included a workshop from Dr. Donald Meichenbaum, a prominent figure in developing the approach known as cognitive behaviour modification, which assists clients to generalize what they learn in one setting to new living and working environments — a subject of special interest to

workers whose clients move from institutions into the community.

Dr. Robert Sovner, of the Harvard Community Health Plan, and a leader in the field of dual diagnosis (people with developmental disabilities who also suffer from a psychiatric disorder) also gave an exciting presentation on more accurate diagnosis and use of psychotropic medication with the dually diagnosed. This procedure, which he pioneered and leads in research, uses a team to design a diagnostic behavioural profile of the lower functioning, largely non-verbal client. Supporting this approach was Dr. Johnny Matson, a leader in the field of developing behavioural scales for lower-functioning people. These scales were specifically developed to identify psychiatric disorders.

Emphasizing the problems of direct care was the ever-popular David Hingsburger, recently of York Behavioural Management Services, who gave a



Liz Phillips, conference chairperson Naseema Siddiqui, Clark Lavender and Bob Rea of the Rideau Psychology Department gathered in front of the centre's 40th anniversary display, which was on exhibit at the International Conference on Habilitative Healthcare.

stimulating, humourous and caring presentation on self-esteem among the developmentally disabled.

RRC's Donna Morrow, along

with Kathy Ireland, spoke on changes in nursing practices in the community relating to people with developmental disabilities. □

FOUR DECADES OF RIDEAU

Among the spate of anniversaries celebrated in 1991 was the 40th anniversary of Rideau Regional Centre in Smiths Falls.

Last October the community was invited to RRC to help celebrate "40 Years of Working With Our Community." The first

of two days of events featured an open house, with displays of various services offered at the centre and ways that the centre works with the community. Tours of program and workshop areas were also given.

The second day featured a barbecue for all residents and staff.

One of the highlights of the celebrations was the opportunity to visit with former residents who are now living successfully on their own in the community, and with retired staff members who came to see how things have changed since the centre opened in 1951.

A lot has changed in the four

decades since the opening of RRC, but the facility continues to serve our residents and to play a vital role in our community. □

*Susan Best
Communications Co-ordinator
Rideau Regional Centre
Smiths Falls*

READER'S SURVEY

It's time once again to take the pulse of our readership. You can help us plan issues of *Dialogue* that are interesting and informative by taking a few minutes to tell us what you think of your employee magazine and the content you like to see.

After completing this survey, please fold so the address on the bottom shows, staple or tape it, and send it to us via Government Mail (or Canada Post). Or, put in an envelope and mail. Or, fax it (416-325-5172). Or, you can photocopy it.

Thank you for your help! Please return by June 30th.

1. *Dialogue* is published four times a year. This is:

often enough. not often enough. about right.

2. *Dialogue* is usually 28 pages per issue. This is:

too much reading. not enough reading. about right.

Comments:

3. The feature stories in *Dialogue* are usually two or three pages long. This is:

too long. too short. about right.

4. There are usually at least one or two photos per page of *Dialogue*. This is:

not enough; put in more photos. okay, but make them bigger.

too many; I'd rather get more about right.

written information.

5. The Round the Regions of short news items from around the province is usually about five pages. This is:

too much. too little. about right.

6. When I receive the newest issue of *Dialogue*, I (check up to 2 responses):

save it to read later. scan it quickly.

usually don't look at it much. feel I don't get it as soon as other people do.

7. I get a lot of useful information from *Dialogue*.

agree disagree

If you disagree, what kind of information would be useful? Comments:

8. I particularly enjoy reading about ministry people in *Dialogue*.

agree disagree makes no difference

9. The stories and news I am/would be most interested in reading about are: (choose three and number in order of preference, with 1 as your top choice, 2 as your second and 3 as your third choice)

new or innovative programs and services that the ministry funds or directly provides.

- employee benefits, pension and specific aspects of being an MCSS/government employee.
 general workplace issues (combining work and family, "greening" of the workplace, etc.)
 stories about ministry employees on the job (A Day in the Life).
 stories about ministry employees during their after-hours time (personal profiles, leisure interests).
 stories about the ministry's goals and objectives (Corporate Plan, Multi-Year Plan).
 "personal" news about employees (retirements, service anniversaries, obituaries — if one of these three topics is of special interest, circle it).
 (other) _____
-

10. Does any one story in a recent issue of *Dialogue* stand out in your memory? If so, which one was it, or what was it about?

Why do you remember it?

- It was about someone I know.
 It was about a program/service/subject of interest to me.
 (other) _____
-

11. *Dialogue* is printed on recycled paper and can be recycled. Do you recycle your issues of *Dialogue*?

- Yes. No, I like to keep mine on file. No, I didn't know that you could.
 No, because we don't have paper recycling in my workplace.
 (other) _____
-

12. You work in the ministry at: (circle one):

- Queen's Park Central North Southwest Southeast Region, in:
 head office in Queen's Park a regional office an area office
 a facility a local office a probation office I'm not a ministry employee
-

13. Were you aware that *Dialogue* was judged the best periodical publication published by the Ontario government last year by the Information Officers' FORUM (a voluntary organization for Ontario government communicators)?

- Yes, and I'm not surprised Yes, and am I surprised
 No, but I'm not surprised No, and I'm surprised

14. We'd like to hear any comments or suggestions you have about *Dialogue*. What kind of stories or coverage would you like to see, or see more of? Please write in your comments.

Julia Naczynski, Editor, *Dialogue*
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Ministry of
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dialogue

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CUSTOMER SERVICE AT MCSS • *The advocacy office: people who listen • Personal service planning at Rideau • On Our Own promotes friendships • Customer service in Kingston • ALSO: Going green in St. Catharines*



dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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"Customer service" is the trend to watch in business, and governments are also becoming aware of customer service. Why should you care about customer service? Because it's

COVER AND THEME

everybody's business — even if you don't work directly with the public.

Read how provincial customer service stacks up against the feds and Canada Post, among others (the results may surprise you!) beginning on page 4. Learn about our ministry's advocacy office — a little-known service that's been called "the office of last resort" for our clients (page 6). Direct deposit: it's the ultimate in convenience for our Family Benefits clients, and for employees' paycheques too. If you haven't signed up, find out what you're missing (page 10). Rideau Regional Centre and Northwestern

Regional Centre are taking their own tacks to provide service that's personalized to their clients' needs (page 20 and page 22).

On our cover, income maintenance intake clerk Susan Elwood is one of the hundreds of ministry staff involved in the drive for improved customer service in the Kingston Area and local offices.

Hope this issue (our biggest ever) provides some food for thought during the long summer evenings.

—Julia Naczynski, *Editor*

ACCOMMODATION UPDATE: OR, WHERE ARE THEY NOW?

by Bill Mocsan

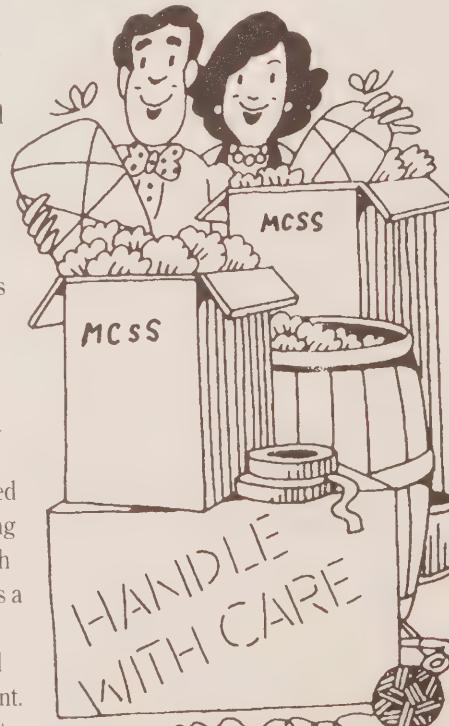
In the past 18 months or so you may have noticed that it's a challenge to track down your counterparts and contacts in various ministry offices across the province. The reason for this is the extraordinary number of changes in accommodations within the ministry. At times it may seem that everyone you know has moved or changed telephone or fax numbers.

In the past year and a half, the Accommodation Unit staff in the Capital and Administrative Services Branch have relocated 12 local and area offices, which affected more than 1,100 staff, as well as 25 head office sections and branches with a total of more than 500 staff.

Accommodations also conducted minor renovation projects, including barrier-free and occupational health and safety improvements as well as a number of minor modifications aimed at improving the quality and comfort of the working environment.

Besides the many improvements

to working space, our unit also managed to convert virtually every ministry telephone in Queen's Park and the Toronto area to the new Centrex III Queen's Park Telephone Service (QPTS); almost everyone in



Queen's Park now has an individual, direct line. For offices and facilities outside the QPTS network, there were 32 telephone system replacements, upgrades or improvements.

The savings in terms of time and dollars is estimated at more than a half-million dollars annually.

For directly-operated facilities for people with developmental handicaps, there were a variety of quality-of-life projects spread out across all of the various sites. Efforts included a wide range of activities, all of which were intended to raise the quality of living conditions for residents in the facilities.

You'll be able to find all of your old contacts, as well as new ones, in the new edition of the Government of Ontario Telephone Directory, Spring/Summer 1992 issue, which is now available. It will reflect most of the changes in addresses and telephone numbers. □

Bill Mocsan is acting manager of Accommodations, Capital and Administrative Services Branch.

THE BUDGET AND SOCIAL SERVICES



Ontario's budget for the 1992-1993 fiscal year will see expenditures of \$54.8 billion, with social services accounting for 21 cents of every dollar spent.

The MCSS budget increases from \$8.3 billion last year to \$9.5 billion. This represents the single largest increase in spending in the Ontario budget.

In announcing the budget April 30th, Ontario Treasurer Floyd Laughren said the recession has greatly increased demand for services such as social assistance.

The budget created three new funds that are expected to combat the effects of unemployment due to the recession.

- The Jobs Ontario Training Fund is a three-year, \$1.1-billion program that will provide jobs and training for up to 100,000 of the province's long-term unemployed citizens. It will provide a one-year training credit of up to \$10,000 to an employer for each eligible unemployed worker hired for a new job. The program is aimed at people who are social assistance recipients or whose unemployment insurance benefits have run out. Funding for up to 20,000 subsidized child care spaces will be made available to meet the needs of program participants; this figure represents a 40 per cent expansion of subsidized child care spaces in Ontario.

- The Jobs Ontario Capital Fund is a \$2.3-billion, five-year capital program

for transportation, communications and environmental investment, which is expected to create about 10,000 jobs this year.

- The Jobs Ontario Homes Fund will support the construction of 20,000 non-profit housing units this year.

In the budget, the treasurer spoke of plans to streamline the Ontario Public Service which includes a downsizing target of 2,500 full-time equivalent civil service positions over the next two years.

Management Board of Cabinet chairperson Tony Silipo said in an open letter to OPS staff on May 1 that the reduction will be achieved through normal attrition and an early retirement program. He said a significant portion of the 2,500

positions will be vacated management jobs that will not be refilled.

Because improved employment security was included in the collective agreement ratified by the Ontario Public Service Employees Union in January, the government has made a commitment to re-train and redeploy all surplus staff to other positions within the OPS where possible, he said. More than \$20 million has been set aside in the 1992-93 Ontario budget to implement this program.

REDUCING SOCIAL ASSISTANCE COSTS

The government hopes to save more than \$300 million in social assistance costs by helping more people move into the workforce and by increasing the efficiency and effectiveness of the system.

New measures announced by Minister of Community and Social Services Marion Boyd on May 6 include hiring 450 staff to help more people find employment or other sources of income support (such as Canada pension, unemployment insurance or child support). The additional staff should result in reduction of fraud and help to recover overpayments to clients who have left the social assistance system.

In addition, changes to the Supports to Employment Program (STEP) are being made so that fewer people of moderate income qualify for benefits. This will have no effect on people already on STEP or already receiving social assistance. □

by Frank Fecteau

CUSTOMER SERVICE: YES, IT'S PART OF YOUR JOB, TOO

Why you should make customer service a priority in your work

The OPS, in the
perception of
the public, has
some distance
to go.

The customer is always right" is a slogan which has been popular for many years — popular, but not always put into practice. It was around long before anyone started paying attention to the concept of excellence in business and well before the principles of excellence described in

Tom Peters' 1982 book, *In Search of Excellence*.

Having made the statement that the customer is king (or queen), traditional behaviour by business and the public sector has been just the (arrogant) opposite — that is, "We already know and will do what is best for you, the customer."

As a result, North American business awoke one day to find that

the customer-focused entrepreneurs from the rest of the world — particularly the Pacific Rim — had come to play in our backyard and weren't about to leave.

This global recognition or rediscovery of the value and importance of the customer has been reflected with enthusiasm in public sector initiatives right across Canada. In Ontario the provincial government

established a committee of deputy ministers in the summer of 1990 and a Customer Service Task Force early in 1991 to look into and recommend improvements to OPS customer service.

The task force — established by Glenna Carr, Secretary of Management Board and now chaired by Jan Ruby, Assistant Deputy Minister, Management Policy — set the agenda of the task force to include the corporate planning and leadership necessary so that ministries could then embark upon their own programs of service improvement.

To establish a benchmark and measure opinions on customer service, the task force commissioned the most comprehensive survey ever attempted to find out



what Ontario residents think about the service provided by the OPS. Parallel surveys of approximately 2,000 members of the public and 2,000 OPS members followed an earlier "Think Tank" and focus groups. The results were tabulated in a report entitled *Best Value for Tax Dollars: Improving Service Quality in the Ontario Government*.

The results were not encouraging. The OPS, in the perception of the public, has some distance to go.

On a scale of comparison which included the federal government, Canada Post, municipal governments and three private sector examples (a department store, a bank or trust company and a supermarket), overall public perception of the OPS put our customer service above the federal government, but below the others.

Four out of five people surveyed (80 per cent) did not believe that they were receiving good service value for money spent. At the same time, 70 per cent believe that an improvement in service quality will result in financial savings.

Customer satisfaction soars when minimal contacts and responsive service are experienced — in other words, the fewer people the customer has to deal with, the better the perception of the service received. Customers who received prompt service with only one contact equate government service with the level of service provided by banks and department stores.

Comparing the responses of the public and members of the OPS on a common set of important elements, there was a gap in perceptions. OPSers rated their performance 20 per cent higher than the public did. However, OPS staff were able to identify reasons why service is not as good as it could be: they identified a number of barriers to good service, including heavy workloads, low morale and red tape.

What does all this mean to the Ministry of Community and Social



Services and its employees?

The survey results would not necessarily be the same for this ministry. Assuming, however, that they are reasonably close, we are being presented with an opportunity to close the gaps between perception and performance. On the positive side, it presents an enormous opportunity for the public service to respond to these newly-identified customer viewpoints.

Sound easy? The reality of the situation is that it's anything but easy.

There are, fortunately, a number of strategies that can be adopted to start closing the gaps. Perhaps most important is to decide that customer service IS important. We can then build customer expectations into program design and delivery and develop standards and measures to track our progress. Training, support and recognition of staff are also crucial — as is a constant search for innovation in all that we do.

The critical principle in the implementation of an effective program of service quality that will result in benefits to both customers and staff is commitment and leadership from senior management. Community and Social Services is most fortunate in this regard. Beginning last spring one of our ADMs, John Burkus, was named executive lead for customer service.

With the recent reorganization, the responsibility for customer service has

shifted to the Human Resources and Organizational Development Division in recognition of its pivotal role as a support to all staff activity.

As part of a ministry framework for customer service improvement, all divisions have identified specific projects which contain a significant customer service component. Some two dozen projects are at varied stages of planning or implementation, and will be augmented by additional customer service initiatives in the future.

Some of these projects are detailed elsewhere in this issue of *Dialogue*. They include direct deposit of social assistance cheques in clients' bank accounts (page 28), and better accessibility and job accommodation for ministry employees with disabilities (page 15).

The commitment is in place and the ball is rolling. Our role as staff is now to continue to identify opportunities for customer service improvement, and to search for innovative solutions. □

Editor's Note: Copies of the Task Force Report or a Summary of the Report are available from the Ministry of Government Services from Government Mail Services, Box 92, 2B-18 Macdonald Block, Toronto M7A 1N3.

Frank Fecteau is a policy analyst with the Community Services Branch, and was communications adviser on the ministry's customer service project.

Perhaps the most important strategy is to decide that customer service IS important.

Story by Julia Naczynski
Photos by Brian Pickell

THE ADVOCACY OFFICE: PEOPLE WHO LISTEN

The toughest cases come to the Office of Child and Family Service Advocacy

“When people come here or call us, they are in crisis," says Judy Finlay.

"More than 70 per cent of the people we deal with are angry, upset or frightened," agrees David Kelley.

This means most of the people who come to the Office of Child and Family Service Advocacy are frustrated. Or

desperate. Or tearful. Or mad as hell.

They feel that the advocacy office is their place of last resort in dealing with the social services system.

What will they get?

At the least, they'll get someone who will listen to them. And, at best, they'll get exactly what they were hoping for.

"Our job is to make sure that, one

way or another, the client is heard," says Kaca (pronounced "KACH-a") Henley.

Kaca, David and Judy (who's also manager of the unit) are the ministry's three child and family advocates. Kelly Boussidan and Susan Nias are the two income maintenance advocates.

With the assistance of acting administrative assistant Ashraf Shah,

"Our job is to make sure that, one way or another, the client is heard." —
Kaca Henley



The staff of the Office of Child and Family Service Advocacy: Raj Doohky, Ashraf Shah, David Kelley, student Patricia Dimech, Kaca Henley, Judy Finlay, Angela Walker and Susan Nias. Absent is Kelly Boussidan.

secretary Angela Walker and receptionist Raj Dookhy (and, recently, Humber College social work student Patricia Dimech), this group strives to find solutions for people who are having problems with Ontario's social services system.

Typical clients may be: a young offender in a custody facility who has a complaint about the rules; the parents of a person who is developmentally disabled, who feel their child is not receiving a service she needs; a Family Benefits client who disagrees with decisions made by her income maintenance officer; a person with a psychiatric disability who feels the treatment he is receiving for his illness is wrong; a foster child who is not getting along with his CAS worker.

The advocacy office exists because the social services system doesn't always work as well as we'd like (as staff explain in presentations). People sometimes have difficult, complex problems that make them hard to serve; they feel no one is listening to them.

Advocates will mediate, conciliate and problem-solve. Staff will find information, resources and people — and, most important, they'll listen.

"To listen is the foundation of all we do — and that includes the support staff," says Kaca.

People often misunderstand the role of the advocacy office. Some of the things they're NOT (as they'll tell you) are miracle workers, case managers, lawyers, critics or cops. (The Official Guardian of Ontario offers legal representation for children and reports to the Attorney General, while the Ombudsman of Ontario offers investigation of citizens' complaints against the Ontario government and reports to the Legislature.) The office reports to the ADM of Operations, Sandy Lang.

Financial constraints mean that there are more and more gaps in service, says Judy. Agencies are being less flexible in the assistance they can



The office's child advocates Judy Finlay, Kaca Henley and David Kelley.

offer. "As time goes on, there appears to be more of a need for advocacy, not less," observes Judy, who has been manager of the office since August.

Most referrals are from the individuals who have a complaint or a need; their parents or guardians; or professionals such as social workers and MPPs. People contact the office by telephone, letter or simply walk into the Queen's Park office.

Because the office deals with two distinct sets of clients — children and families, and social assistance clients — let's look separately at the two advocate teams.

Our role is to be there for people — particularly young people and their families — who are having a hard time with the system," says child advocate David Kelley. "We're there to support them and be sure their feelings and perceptions are listened to."

Some standard concerns that David, Kaca and Judy hear from young

people in care are that staff are upsetting them, treating them differently from other kids or that they're being physically restrained beyond what's needed.

The child advocacy caseload is up 45 per cent over this time last year. David, Kaca and Judy have 30 to 40 cases on the go at any one time. There's no formal intake procedure or waiting list to talk to an advocate; as soon as someone is free, they're on the phone.

"We're not the Kids Help Line (a "distress line" for children), so we're not advertised on milk cartons," notes David. At the same time, the legislation states that all young people in care (e.g., in residential facilities, ministry-funded group homes, detention and custody facilities, foster homes and treatment facilities) must be made aware of the advocacy office through posters, brochures or bulletin-board notices.

continued on the next page

**Advocates will
mediate,
conciliate and
problem-solve
— and, they'll
listen.**



Income maintenance advocates Kelly Boussidan (seated) and Susan Dias.

continued from the previous page

The child advocates each may spend as many as three days a week on the road, since the three of them serve the entire province.

The Child and Family Services Act doesn't define what an advocate is. The officers have their own definition: to empower people to speak for themselves; and, failing that, speaking or interceding on their behalf.

Kaca says she tells clients, "There's no guarantee that you'll get what you want, but we do guarantee that they (the people who are handling your case) will KNOW what you want."

She adds that "we can't help you jump a waiting list, but we can help you find other resources while you're waiting."

Says David: "The waiting lists for services can be years long, and this is a real problem for a family that's in crisis or a young person in crisis."

The "negotiating-and-mediating" part of an advocate's job often means

bringing together service providers — often with the client, family and ministry people — to see how the needs could be met within the community.

Occasionally, the community and local MCSS staff are stumped by a particularly hard-to-serve case, often due to overlapping jurisdictions. Such cases can then be channelled to the monthly meeting of IMPAC (the InterMinisterial Provincial Action Committee), of which MCSS is an active member, for its recommendations. All three child advocates sit on IMPAC with senior representatives from MCSS, Correctional Services, Education and Health as well as clinicians and other front-line professionals.

The advocacy office is also involved in monitoring the implementation of the *Safeguards* review recommendations.

Kelly Boussidan has been an income maintenance advocate (the position is being upgraded from support clerk) since 1988, and in that time she has seen a significant increase in the number of people asking for help with social assistance. "The welfare offices are very busy and people can't even get through on the phone," she notes. Many offices use answering machines to cover the busiest times, "but you don't want to tell your problems to a tape."

Income maintenance case workers have 400 to 500 cases these days and they simply don't have the time to explain legislation and eligibility in detail. "Maintaining clients' income and making sure they get their cheques is about all they can do," says

colleague Susan Nias.

The income maintenance advocates are self-described troubleshooters. They can explain social assistance legislation, help clients obtain access to the system, negotiate, mediate and explain the process and how decisions are made. As Kelly says, "We can't change the law and we can't issue a cheque, but we can listen and explain the law in plain language."

Susan and Kelly also are an "avenue of first appeal" for people who feel they should go to the Social Assistance Review Board to appeal a decision. "Setting up a hearing is a long process, and sometimes we can help them resolve their problem without having to go that route," says Susan.

Susan sees her role as one that combines counselling with crisis intervention. "A lot of our clients feel there's nowhere for them to go," she says. Many are single mothers, while others are people with disabilities living on social assistance.

"I'm not just a mediator. Advocacy means enabling people by giving them the knowledge to advocate for themselves," says Susan. Clients don't understand the system and how to make use of it to get what they need and are entitled to, she says.

The advocacy office, which is operated at arm's length from the ministry, has a unique perspective. "We're in a good position to monitor what's going on in the field," says Judy. "We're in a position to influence operations and policy decisions on the basis of the needs we have observed."

Judy and her team have been increasing awareness of the advocacy office through presentations to ministry staff in area offices and community agencies province-wide.

"Despite the many pressures," says Judy, "this is one job where you know that you are making a difference." □

Julia Naczynski is the editor of Dialogue.

by Byron Lod

CASE MANAGEMENT: WORKING WITH SERVICE PROVIDERS TO HELP CLIENTS

How probation officers co-ordinate services for young offenders

Case management is a dynamic, interactive process which involves the family and service providers associated with a particular client. It requires meeting to identify the client's needs, exchange information and determine what services will be provided to the client and by whom. This avoids duplicating services and ensures the client has a clear and concise plan for the future.

Case management moves beyond "brokering" services or classifying clients.

Every young offender on probation or in custody is assigned to a probation officer who is the person responsible for co-ordinating and/or providing all services relevant to the YOA/POA mandate. Probation officers fulfill this responsibility through the development of a case management plan.

The case management plan is developed by the probation officer with input from all relevant service providers; it is the overall service plan for a specific young offender. It integrates all the services needed by the young offender who receives a YOA/POA disposition.

When a probation officer is assigned to co-ordinate and/or provide all relevant services to a young offender, we are assured that court orders are complied with, opportunities for young offender rehabilitation are maximized and society is protected.

In MCSS young offender services (offenders who are 12 to 15 years old), the probation officer is the case manager. The case manager makes sure that all relevant people or service providers have the opportunity to participate fully in the planning and delivery of services to the client. The role involves active and extensive co-ordination of service.

The case manager integrates casework goals with advocacy and service co-ordination.

In light of increasing workload demands upon probation officers, effective time management has become essential to effective case management.

A case management plan must contain the following:

- the probation officer's assessment of the young person's situation (including his or her education, offence/s, special services, family, medical history or needs if significant);
- the young person's needs and strengths;
- risk assessment;
- frequency of meeting/reporting;
- plans for ending the probation officer's supervision;
- specific goals, both for the probation officer and the young person;
- specific means to achieve the goals;
- a method of evaluating the achievement of goals;
- a method for re-evaluating strengths, needs and level of risk; and
- identifying plans following completion

of the disposition, where it's appropriate.

As you can see, the case management plan is a comprehensive tool that is aimed at providing for all the client's needs, right up until (and beyond) the time he or she fulfills his court-ordered obligations and returns to the community. □

Byron Lod is a probation supervisor in Thunder Bay.

COMING UP

August 13 - 17

Canadian Fragile X Conference

Location: Queen's University,

Kingston. A conference for both professionals and caregivers of children affected with the Fragile X syndrome, autism and X-linked disorders. Sponsored by Queen's University, Ongwanada and MCSS. Contact Events Management Plus Inc., P.O. Box 1570, 190 Railway Street, Kingston K7L 5C8 (tel. 613-531-9210; fax 531-0626).

September 24 - 25

Man to Man

Location: Toronto. A two-day conference for men in the helping fields. Sponsored by YOUTHLINK Conference and Seminar Services. Contact Lynne Parker-Campbell, conference officer, 416-967-1773; fax 967-7515.

Story and photos by Crista Renner

CHILD CARE CONSULTATION: ASKING PEOPLE FOR THEIR IDEAS

The ministry is holding public meetings throughout the province to find out what consumers, providers and others want in child care reform

Recently this ministry began the challenging process of tackling child care reform.

A document released in March — *Setting the Stage* — outlines the government's goal to reform Ontario's child care system. The reform process is guided by four basic principles: high quality, affordability, accessibility and better management.

Besides *Setting the Stage*, another publication aimed at parents, *The Parent Newspaper*, was distributed to the public.

Sue Holmes, assistant director of Little Red School House in London, was one of hundreds of people to attend one public consultation meeting. "There are too many places to spend too few dollars," she told the

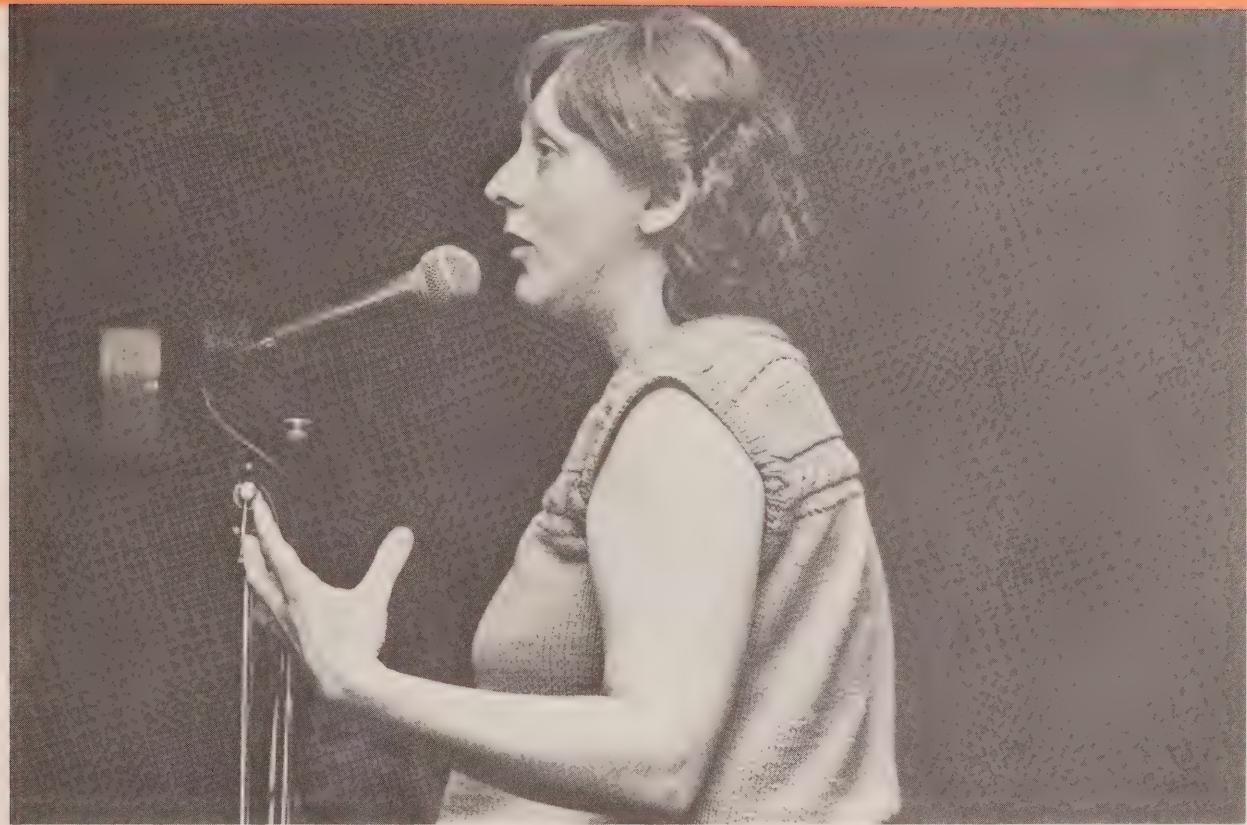
consultation panel at the first of 20 meetings around the province. "I just hope you choose wisely and with care."

Choosing wisely and with care is one of the reasons Minister Marion Boyd encouraged people to express their views at any of the public child care consultations held throughout the province during April, May and June.

Mrs Boyd believes that child care



Some members of the child care consultation panel at one of the 22 consultations: Jane Marlatt, ADM of Policy and Program Development (Children, Family and Community Services); Keith Baird, policy advisor; and Randy Hope, Parliamentary Assistant to the minister.



A parent makes a point to the panel at one of the public consultations.

needs will be more effectively met if people participate in the reform process. "We certainly know there's not a consensus, but we want to make sure all of those opinions have opportunity for expression," she said at the first meeting, which was held in London, her home riding. "We would like to reach a general consensus on a lot of issues, if not a total consensus."

Parents, child care centre operators and staff, early childhood education faculty and students, community groups and politicians — all of these have shared their opinions during the consultation process.

The issues raised at the meetings include ideas about how to make child care more affordable, how to ensure high quality care, how to better meet the range of needs of children, families and communities across Ontario, and how to manage the system better. Some have raised concerns about the cost of the proposals.

The challenges in child care are many. For example, Barbara Brownell, a parent from the North Wellington Advisory Group noted that it is difficult to find seasonal child care

in rural areas during farming season and it's inconvenient to drive 45 minutes to drop kids off at a central location. A farmer's high equity also disqualifies them from getting subsidized care. "We view child care as a luxury," she said.

The consultations also provided an opportunity to clarify misconceptions that people had about the proposed child care reform.

One woman became tearful as she described how her day care operator told her that the proposed changes would force her to close if she didn't convert to a non-profit centre. "I don't know where I would take my son if his centre closes," she said. When asked why she thought it would close, she responded, "Because my son is in a private centre. The operator said she couldn't afford to stay open if she didn't convert."

A \$75-million conversion fund announced in December is to encourage private operators of child care centres to convert to non-profit.

One of the four panel members, Keith Baird, policy advisor for the minister, reassured the woman. "This

simply is not true," he said. "The government has decided to focus new public funds on the non-profit sector where they will create the greatest public benefit. Operators won't be forced to convert and they won't be forced out of business." A preference to direct public funds into the non-profit sector has been in place since 1987.

Mrs. Boyd said that there were many views about the value and form of a child care system. All comments, suggestions and viewpoints from briefs, letters, and presentations at the consultation meetings will be considered.

The next step is to analyse the written submissions and consultation presentations. "We hope to have that done in the fall," said Michael Bates, a program supervisor with the Toronto Area Office. "The goal is to have new legislation introduced during the 1993/94 fiscal year." □

Chris Kenney is a reporter for the International Centre and works in communications and strategic planning. MCSS Communications and Marketing Department.

by Eric Rutt

CUSTOMER SERVICE IN KINGSTON

Staff are taking the initiative in the ministry's drive toward better customer service

Customer service is an attitude that should be evident in all that we do and to all those we deal with — not just with our clients but those we work with and relate to," says Ernie Nelson, the area manager for the Kingston Area Office.

And that's the premise of the customer service program currently being implemented in the Kingston offices.

Customer service isn't just treating people courteously or returning

telephone calls promptly. It means changing the way you do the work; it means removing the barriers that prevent you from doing a good job.

The results are better service for your clients and for people inside the organization, because staff are customers too.

With these ideas in mind, the Direct Services staff in the Kingston Area and local offices began a drive toward improving customer service. One of the key ideas in this drive was that "customers" means more than just

the people who receive Family Benefits; staff are customers, too.

With these ideas in mind, the area office made use of: an employee self-assessment; a customer survey of social assistance clients; a customer service workshop; and developed a follow-up process in implementing some of the ideas that resulted.

The employee self-assessment, which was done in December, allowed workers to identify the barriers that they encounter in delivering better service to clients. The barriers which were identified included such issues as lack of technology, inadequate training, ever-increasing work loads while resources are constrained, and an inadequate phone system.

As part of the self-assessment, workers were also asked what their vision is for Direct Services five years from now. While many of the responses differed, there were common themes. These were best expressed by one respondent, who said the goal should be "the unemployable leading a simple but decent life with their basic needs met. (Also) I would like to see the employable made job-ready, go to work and achieve total independence."

To find out what our FBA clients thought, we sent out a survey to 1,400 clients, or about 10 per cent of recipients. More than 40 per cent of the surveys were returned — an excellent response rate.



The switchboard of the Kingston Area Office is a particularly hectic place to be, but a pleasant and calm demeanour gets Ali Lewis through the day.

From our clients we found:

- while there was almost universal knowledge of drug and dental benefits, other benefits were not as well-known;
- 45 per cent of clients learned about benefits from their workers, 15 per cent from MCSS publications, and 15 per cent from other agencies. Of the 15 per cent that stated "other", their comments indicated that most found out through either the health system or the Association for Community Living.
- clients perceive their income maintenance workers to be empathetic, knowledgeable and trustworthy;
- clients prefer to deal with their workers rather than support staff for most things.

As a first attempt, the survey has provided many useful insights and will allow future surveys to be more focused and precise.

Both the self-assessment and the survey results were fed into the customer service workshop, which was held in February. In this two-day event, all direct services staff and the area management team participated in developing a common vision, examining the results of the self-assessment and survey, and then formulating plans to deal with the issues raised.

This process was not entirely new to the Kingston Area. Two years before, the *Better Days Ahead* focus group exercise that involved each local office in the Kingston Area identified more than 800 issues and concerns, most of which have now been addressed. The major difference was in the tools used to understand issues and their context.

"Value chain analysis" allowed workshop groups to graphically display and understand the context of issues and how it affected customer service. The development of "action registers" — a hands-on exercise — allowed groups to record each step, resources they thought were needed to resolve



The drive for improved customer service involves everyone at the Kingston Area and local offices, such as income maintenance clerk Debbie Watson.

an issue and then seek support and sign-off from anyone they thought should be involved. Once a person signs off, the group can hold them accountable for the requested action. Members of the area management team were kept quite busy moving from group to group to respond to their requests!

It is still too early to measure the impact of the workshop, but there are many actions taking place. To mention just a few:

- A cross-unit group has been formed to resolve issues concerning the phones in the Kingston local offices;
- IMOs have indicated a concern about lack of appropriate technology and have outlined actions to improve input into technology planning;
- Plans have been formed to deal with the lack of appropriate and timely training;
- One group indicated that space was a major barrier to delivering customer service. They plan on working with the Community Services Unit and local

agencies to identify space that can be used that is closer to the client.

- VRS counsellors expressed concern that there is misunderstanding of their role within MCSS and so have formulated a plan to educate other staff.
- Parental Support Workers expressed concern that with municipalities not seeking support orders for clients, and with no additional resources being provided to PSWs, there is lost opportunity in seeking support orders.

These are just some of the actions taking place. As these and the others come to resolution, we expect other problems and concerns will be addressed.

One of the things that we learned was that there is a need to better support the analysis process to ensure that groups examine issues so they understand root causes, and how changes can affect the system. To address this issue, we will be training facilitators, who will develop skills in the tools that were introduced in the

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workshop to share with others in their units. Over time, we hope that everyone will be able to use the tools effectively and gradually eliminate the need for facilitators.

We have only just started closing the gap between our customers' expectations and what we actually deliver. We hope that, over time, we will have a customer-driven organization which will meet clients' needs in the most effective way.

This customer service initiative is just one part of a three-pronged strategy which the area office has been working on. The second is a management review of business systems and practices within Direct Services; the third is the promotion of personal leadership and development of leadership teams (based upon the book, *The Seven Habits of Highly Effective People* by Stephen Covey). □

Eric Rutten was with the Information Technology and Information Systems Unit of the Kingston Area Office, where his work focused on customer service.

Many thanks to Gayle Barr, executive assistant in the Kingston Area Office, for her help.

The Customer service process at Kingston Area Office is based on several principles:

- Delivering superior customer service means that everyone in the organization must be committed to finding new and better ways of doing business. This requires all employees at all levels to be empowered to devise and implement change.
- Everyone must share the same values and vision. To ensure that people work in harmony with the ministry's goals and each other, they must have a common purpose and basis of working.
- Changes must be based on direct input from those affected — both customers and staff.
- If change is to take place, actions must be measurable and the people responsible must be held accountable. Accountability is "contracted" as part of the action development process and gives the right to the customer to hold the

provider accountable, regardless of position.

For these principles to work, the following conditions must also exist:

- Workers must be properly trained. Better customer service requires that decisions be made as close as possible to the customer. We must ensure that those making decisions have the knowledge and skill to make good ones.
- Management must trust workers. In an empowered organization, there are so many incremental changes being made that it would be impossible for the manager to be involved in each one. The workers must be trusted to do the right thing.
- Management must be prepared to risk. Once workers have been trained, managers must be prepared to let workers develop and practise their decision-making and leadership skills. — E.R.



The telephone working group meets to discuss how to improve the telephone system. From left to right, Betty Pettifer, Ali Lewis, Lynn Park, Karen McCormack, Carolyn Pottier, Gayle Barr, Sharon Lessard and Eric Rutten.

Story by Julia Naczynski
Photos by Brian Pickell

MEETING SPECIAL NEEDS

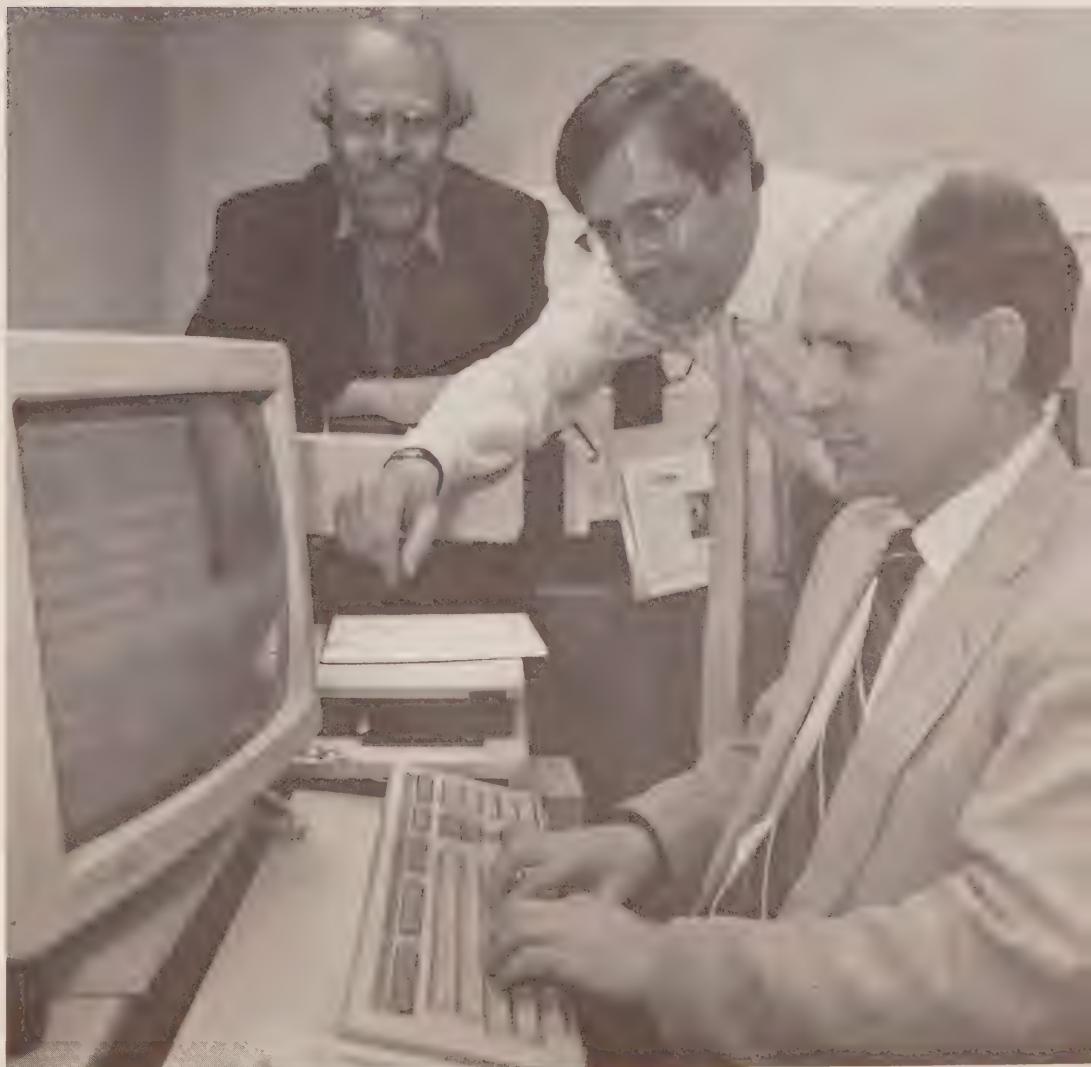
The Quick Response Team helps provide for unique needs in the workplace

Debbie Lippins works on a special adjustable computer table that she can use standing up or sitting down. Debbie, who suffered a back injury five years ago, says the table is "wonderful" and helps her work more comfortably in her job with the income maintenance unit in St. Catharines.

TONY AQUILINA, a VRS counsellor in Hamilton, is waiting for installation of a wheelchair-accessible computer table and a Dragon Dictate voice recognition system that will enable him to "speak" to his computer and then see the words appear on his computer screen. "This will help me do my job as efficiently as my counterparts here," he says, and will be a great improvement over his current typing speed.

Kathy MacIntoshos, manager of the Employment Equity Unit, needed to assess the keyboarding skills of a job applicant who had low vision. The applicant did the test on a magnified computer screen that she could see. "This way, we can be sure that this person was able to be assessed on an equal basis with the other applicants for the job," says Kathy.

These are all real-life examples of "workplace accommodation"—making sure the workstation meets the needs of the person so that a disability doesn't prevent the person from



Bruce Vachon, Bryson Boright and John Stuart-Vanderburg (seated) at John's workstation, which has a computer monitor with magnification capabilities.

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carrying out the duties of the job. In each case, the Quick Response Team, or QRT, helped by providing the expertise and obtaining the technology needed to make the workplace fit the person's special needs.

The QRT is a ministry project that helps meet the individual needs of people with disabilities in the MCSS workplace, and it's the only one of its kind in the Ontario Public Service. It's made up of ministry staff from Program Technology, Accommodations and the Employment Equity Unit.

One factor that really made workplace accommodation a necessity at MCSS was the ministry-wide implementation of DEC and electronic mail, says Bruce Vachon, manager of technology and special projects with the Program Technology Branch. "Suddenly, it seemed everyone was communicating through e-mail — everybody is e-mailing everybody else," observes Bruce. People with disabilities, particularly those with visual or mobility upper limb impairments, had to be accommodated.

Providing DEC access for people with visual impairments usually requires either a large-format screen and printer, or voice-output "reader." The IBM Corporation developed special access for its 10,000 visually-impaired employees through its international network, but "most programs of this type are not meant to be used with a network like DEC — they're mainly stand-alone systems," explains Bruce.

Besides visual impairments, the QRT can help people with special needs caused by physical and hearing impairments. For example, the QRT was able to improve accessibility into his place of employment for an employee who uses a wheelchair. In another case, QRT helped an employee with full mobility in only one hand determine that her disability did not

The Quick Response Team at MCSS is the only one of its kind in the Ontario Public Service.



Debbie Lipiec in the St. Catharines office demonstrates her adjustable worktable. For work to be done when seated, it's in the "down" position...

prevent her from assuming new duties that involve keyboarding.

The ministry's Accommodations Unit has a key role to play in assessing the workplace situation. "It's a two-part responsibility," explains senior designer and graduate architect Andrea Howat.

The unit sees to it that barrier-free considerations are addressed in all the places where we conduct ministry business; this is done in partnership with MGS, she explains. The unit also provides assessment of the workstation and makes recommendations for any needed changes.

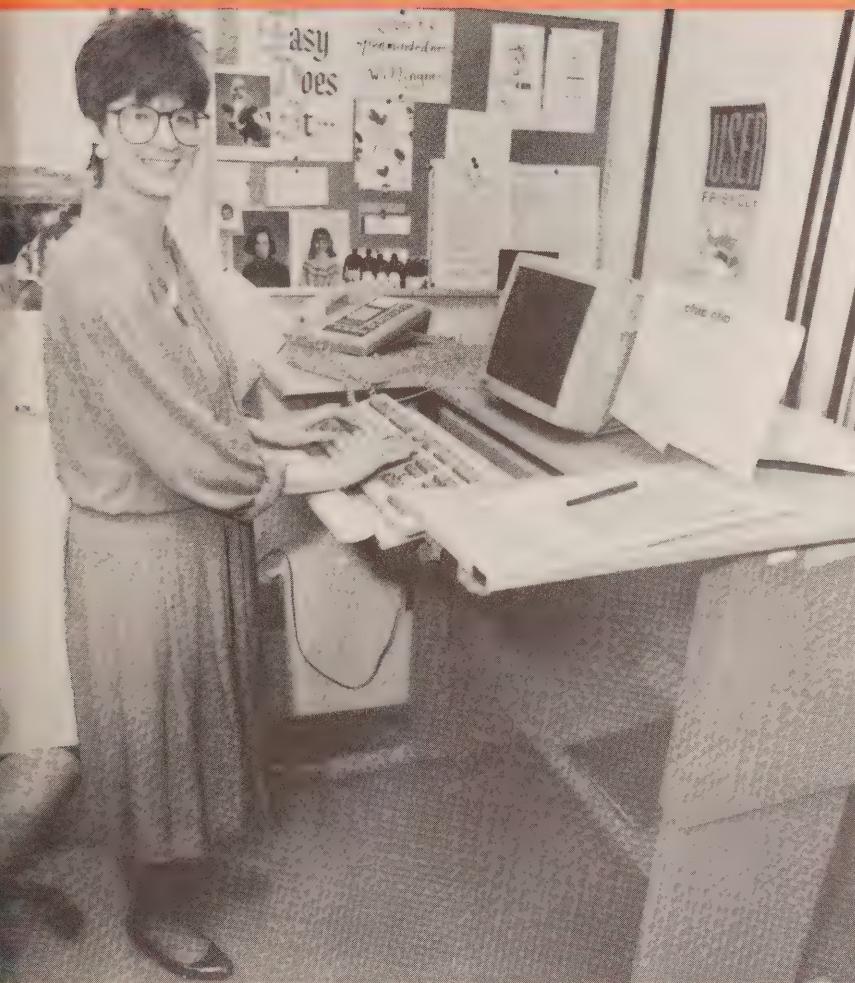
This involves looking at the work environment and assessing its comfort. Factors that are taken into account include light level and source, back and leg support, furniture, colours and needed work surface.

John Stuart-Vanderburg, a team member who can assess the need for technical devices, has found that in some cases, all that was needed was a change in computer colours (to provide more easily-seen contrast) and an ergonomic chair. For a person with both visual and physical disabilities, the workstation might combine the use of special furniture, an altered light source and devices to help cope with failing eyesight.

Sometimes, the solution is something as simple as a really large magnifying glass. But this may only be a stop-gap measure.

Kathi Watts, a probation officer at the Finch Avenue office in Toronto, is using a magnifying glass to see her computer screen, "but I have to keep my face five inches from the screen and I get headaches," she says.

Kathi had a kidney transplant in



...but when Debbie needs to stand to work, it lifts to the "up" position.

1990 but has been working full-time since she recovered, despite a severe visual impairment.

On her own, she began the process to obtain a magnifying computer and other equipment she needs to do her job, and when the QRT came into being in October 1991, she contacted the team. Team members came to her office in January to do a physical needs assessment; apparently the funding for the equipment is available and has been approved; but, she's still waiting.

"The people in my workplace have been super and very supportive — my supervisor, Marc Levine, in particular," says Kathi.

She appreciates the efforts of QRT members, but the process is taking a long time and "it's been very frustrating for me. How quick is quick?"

Bruce is the first to concede that things do not always proceed as swiftly as they should. "Some people have not

been well-served."

In some cases, "we can find an intermediate solution that will at least serve the client's immediate needs," says Bruce. "It's better to have ANY solution for three months than no solution at all. In the meantime, we can work on a long-term solution which meets the needs of the person for their unique job."

"Everyone should try to keep in mind that this is a pilot project," says Mary Kardos Burton, chair of the QRT project steering committee.

"This is a ground-breaking effort within the OPS." Based on the experience gained, "we expect to be able to put in place a service which will meet the needs of staff and managers in a timely manner."

Funding for workplace needs comes from the OPS Employment Accommodation Fund, administered by the ministry's Employment Equity Unit.

"There are exciting developments unfolding with this government's commitment to employment equity," according to George Abrahamsohn, former director of the Program Technology Branch (now with the Ministry of Transportation). "The ministry's efforts are serving as a model for other ministries and may lay the foundation for an OPS-wide service."

"It's been exciting to work with Management Board to develop this initiative."

So far, most requests for help have come from current employees. Managers should be aware that QRT is there to help them help their staff, says Bruce.

Managers who want to know more about this subject should read *Workplace Accommodation for Persons with Disabilities: A Resource Guide for Managers*, which has just been published by the Employment Equity Unit.

Accommodating people with disabilities in the workplace is expected to become a growing need — so much so that the QRT has taken on a full-time co-ordinator. Bryson Boright, who was with the Toronto Northeast office of Vocational Rehabilitation Services, is the co-ordinator for QRT. □

"Our ministry's efforts are serving as a model for other ministries."

How do people with disabilities feel about working in the Ontario Public Service, and how can they be accommodated in our workforce? A half-hour video from the Office for Disability Issues called "Making It Work" gets up close and personal, with OPSers speaking frankly about their disabilities and people's attitudes toward them. If you'd like to borrow this video for your own viewing, or perhaps to show at a branch or unit meeting, contact Elisa Iodice at the MCSS Employment Equity Unit, (416) 327-4816.

Story and photos by
C. Kitty McConnell

THEY'RE HERE TO HELP - IN LIVING COLOUR

The "home video" takes a new twist for VRS staff

LIGHTS! CAMERA! ACTION!

Those words echoed in the Northwest local office in Toronto when Vocational Rehabilitation Services (VRS) "went Hollywood" recently to make an on-location video.

"The crew and equipment were here on site to film a new orientation video for VRS," says Betty Pesek, social work assistant with the office

and co-ordinator of the video committee.

Vocational Rehabilitation Services: We're Here to Help was created through the efforts of the four Toronto VRS offices, which formed a committee in June 1991 to do something about client orientation and how clients learn about the services of VRS.

To improve service to their clients, client orientation had to be made more efficient, the group decided. "There were more and more people applying and all the offices decided to get together to see what we could do to speed up the process," says Betty.

It was immediately apparent that one of the problems was the use of outdated material. "This video is replacing an old slide-and-sound show," says Betty. The video can also be used to show just about anyone how VRS works — not just clients. It can be used by all the local offices.

Kathryn Drummond of the Toronto Southeast local office acted as supervisor for the video committee. The other members were Abigail Lim and Sharon Nangle of Southeast and Joanne Martin and Betty from Northwest.

Betty wrote a script outline and student scriptwriter Rosemary Corcoran from Sheridan College wrote the script.

The video crew of Rob Diltz, Serena Palmateer, Daryl Shail, Jennifer Kirk, Khrista Blondin, Mike Nixon and Michael Nunan were all students in the media arts program at Sheridan College. Under the tutelage of David Tucker, they produced a seven-minute video that received its final editing in April. Producing the video not only gave the students hands-on experience but gave them four credits toward their diplomas when the video was completed.

The people appearing in the video are real staff and clients, not actors. "The video uses actual clients and



The lights and camera crew overwhelm the office of Joanne Martin as location filming for the VRS video gets underway at the Northwest local office.

counsellors who are from our local VRS offices," says Betty. The counsellors helped develop questions to ask the clients, based on actual counselling situations. The emphasis was on making the dialogue in the video as natural as possible. The questions were incorporated into the script and discussed with the on-film clients, all of whom volunteered to be in the video.

The clients did not use scripts, which made their answers during taping spontaneous. This made the script-writing and filming very interesting, says Betty.

"Everything went so fast with this video I hardly had time to catch my breath. I really enjoyed watching the filming, though. It gives you a chance to see everything come together."

Approval was received in December and filming started almost immediately. A quick poll was taken of the four local offices in Toronto to locate clients willing to appear, and in two days the complete "cast" was chosen. The clients portray themselves rather than typical or "composite" clients.

One such client/actor is Armando Venditti, who is exploring training opportunities at college for September. "When I was asked to be in this video I never had to think about it; I said 'yes' right away," says Armando. "The people at VRS have always helped me reach my goals — and now, I'm helping."

Armando and his counsellor, Paula-Jane Bellizzi, demonstrate the vocational counselling/assessment aspect of the VRS process in the video. "I've met with a lot of negative attitudes and Paula-Jane and VRS have helped me to overcome that and so much more," says Armando. "They helped me to put my dreams into reality and to achieve those dreams."

"Although my original goal has changed since coming to VRS, I know it is possible to be whatever I want to be," says Armando. "It will take a lot

more work for me, but I can do it and today I won't take 'no' for an answer any more. VRS always says, 'Let's see where we can go with this,' not 'You can't do it.'

Paula-Jane, a VRS counsellor at the Northwest local office, has worked with Armando since he came to VRS almost two years ago. "I ended up in this video because I was asked if I knew any clients who would like to be in it. When I suggested Armando, they told me I would be needed for the interview scene," says Paula-Jane.

"We needed an up-to-date orientation for clients," says Paula-Jane.

"The experience was exciting and fun, but also a lot of hard work."

Also appearing in the film is Boyd Hipfner, a VRS counsellor with the Canadian National Institute for the Blind.

Now that filming is long since completed, the Northwest office is back to its daily routine. Betty has

finished her brief sojourn as video co-ordinator is back at her "day job" in the office. She has seen the video through to completion and is looking after its distribution.

Paula-Jane has given up her brief stint under the lights to continue to help open doors of opportunity for people with disabilities. And Armando knows that his dreams can come true.

"VRS says it's possible to get into my chosen field and if I give it my best I can — and I am — making it."

Already, the video has won accolades. It was named the most outstanding sponsored project at Sheridan College's 1992 Media Arts Awards in May. □

Editor's note: If you would like to borrow a copy of "VRS: We're Here to Help," contact Betty Pesek at 416-325-9644.

C. Kitty McConnell is a freelance writer and photographer in Toronto

The video can also be used to show just about anyone how VRS works — not just clients.



One last run-through with the script by Paula-Jane Bellizzi with student Krista Blondin, client Armando Venditti and student Serena Palmateer.

Story by Greg Best
Photos by Susan Best

PERSONAL SERVICE PLANNING

A new approach to client services at Rideau gets everyone involved in long-range planning



Personal service plan co-ordinator Linda Belanger and resident Susan Elson study a service plan document that was created at the workshop held at Rideau last October.

Personal service planning ensures that we are providing, not only what this person needs, but also what this person wants.

Something very new and exciting for residents and staff at Rideau Regional Centre has begun on the Rosewood Unit.

"Personal service planning" is a different approach to long-term planning with and for our residents. Rather than looking first at a person's current program or training plan, a personal service plan begins by looking at the whole person and what it is they want in their lives.

This could include where and with whom they wish to live, what they like to do with their leisure time, who their friends are, what they like to do during the day (work, etc.), and what might be

important to them in their spiritual life.

The process begins with discussions with the resident, as well as with primary caregivers, family and friends. All of these people play a critical role in getting the plan off to a good start with as much information as possible. This helps to create a picture of the person based on where he or she is now, and where they would like to be; then we can begin to look at the barriers that exist in achieving these goals or dreams.

We can also begin to identify the services and supports that will be required to overcome those barriers. The manner in which supports and

services are put in place becomes an integral part of a personal service plan.

Rideau Regional Centre, as a total service system, strives to provide opportunities which relate to all aspects of a person's life. It is important to ensure that the special needs of our residents are addressed through appropriate residential, program, clinical or medical services. It is equally important that other aspects of that person's life are taken into consideration in order to ensure that we are providing, not only what this person needs, but also what this person wants.

Our participative re-design initiative is creating an organizational structure which reflects smaller, more integrated service units. These units will be able to serve residents in a more co-ordinated and personalized manner. In order to know who will be involved in providing these services, and how they will be organized to do it on each unit, it is necessary to have a process (the personal service plan) which will help us to identify what each person living on that unit wants, needs or desires. Residential personal service plans will eventually become the focus of each unit's participative re-design.

Personal service planning is different from methods we have used in the past to plan with our residents, and is more compatible with the individualized planning being used in community service systems. We have tried to ensure that everyone who had a stake in the outcome had a chance to

chance to be involved in designing the process.

An individual service plan committee was established during the summer of 1990. This group developed guidelines for the collection of information and the creation of individual profiles which would be necessary in the planning process. They also recommended the assignment of a full-time individual service planning co-ordinator. Linda Belanger assumed this position in June 1991.

Linda spent last summer consulting with program, clinical, residential and other groups in the facility about what the service plan should look like. At the same time, residential staff on Rosewood, the first re-design unit, began to think about how this type of planning could begin on a residential unit.

All of this activity culminated with a personal (individual) service planning design/learning workshop in October 1991. Sixty people attended the workshop and, through everyone's participation, created the personal service plan outline. Those involved in the workshop included residents, family members, facility staff as well as staff from the Kingston and Ottawa area offices and various community agencies.

A document was created which outlined a philosophy, principles and process for personal service planning at RRC. This document has been the focus of further consultation and discussion in meetings with residents, families and staff.

The planning process that was developed is based on these philosophy statements:

- ◆ The personal service plan must be a client-driven document belonging to that person.

- ◆ Each person should be recognized as a valued, unique individual, and a contributing member of the community with rights and responsibilities.



Workshop participants Nancy Closs of Rideau and Alan McWhorter of the Kingston Association for Community Living listen to the discussion.

- ◆ We are committed to providing and pursuing all relevant supports and services in order to enable each person to achieve a meaningful life and desirable future.

The success of this new approach to planning and delivering services depends very much on the involvement of everyone. This includes the resident, staff members, friends and families. It is our intention that the families of our residents will see themselves as equal partners in the development of personal service plans. Family members will be contacted, asked for their input and information, and invited to participate in planning activities, including attendance at planning conferences.

Currently on Rosewood we are

making every effort to schedule these conferences to accommodate family members. This means evenings, weekends — whenever and wherever necessary to ensure that families have the chance for meaningful involvement. We also recognize the need to keep families informed in order to ensure their ongoing participation. □

Greg Best is the director of the Organizational Development Project at RRC. If you have questions about this process, or would like a copy of the personal service plan document, please contact Greg at RRC, (613) 284-0123, extension 544.

The success of this new approach to planning and delivering services depends very much on the involvement of everyone.

ON OUR OWN: PROMOTING COMMUNITY INTEGRATION AND FRIENDSHIPS

This Thunder Bay program forges friendships between Northwestern residents and people in the community

Some athletes attended Special Olympics sports events mainly to socialize and have contact with others.

“Community integration” are the buzzwords in the current social trend toward deinstitutionalizing people with developmental disabilities. The concept also applies to people who have always lived in the community but who have remained segregated in some way because of their disability.

While the idea of community integration is accepted as a good thing, it is a struggle to find creative ways to truly integrate people and encourage them to exercise their right to choose.

When Sherry Hogan came up with the concept for On Our Own, it was an idea whose time had come. Working with developmentally disabled adults in the field of recreation at Northwestern Regional Centre (NRC) in Thunder Bay, Sherry has also been a volunteer

organizer of Special Olympics programs.

She observed a keen desire on the part of some volunteers to become more personally involved with participants. On the other hand, some of the athletes attended sports events mainly to socialize and have contact with others. Neither the volunteers or the participants had an avenue to do this in a smaller, social setting.

Sherry thought about this mutual desire for friendship, and came up with the idea for On Our Own — a program that teaches leisure skills through apprenticeship with a volunteer. The volunteers come from all occupations and backgrounds: there is a machinist, a registered nursing assistant, a woman who works in a flower shop.

In On Our Own, for nine weeks

they are matched with three people to whom they teach the skills of choosing, discussing and planning the details of a social outing. One week is spent planning, the next is the outing. A maximum of 18 people can participate per session.

“Everybody who isn’t a teacher wants to be, so I came up with lesson plans for each of the sessions we spend together as a group. We cover things from recognizing signs to choosing the appropriate apparel for different outings,” explains Sherry. “But that is all I give the volunteers. It is up to them to think of creative ways to get the material across. I’ve been amazed at what they’ve come up with. They’re naturals.”

Following the lesson part of the session, it’s time to plan the outing for the following week. Using city entertainment magazines, the newspaper, radio and television, the participants choose an activity for the following week. They determine what it will cost, what public transportation they will use, what they should bring and what time they will meet. All of this goes on a planning sheet that is placed at the front of a binder so that those at home can see what the plan is and help the participant prepare.

“People have done everything from roller-skate — which I was a little nervous about — to going to the movies, bowling, swimming or just renting a movie and making popcorn,” says Sherry.

“You’ll notice people with a developmental disability tend to say



Tracey Speer says volunteering has made her more confident about her personal abilities. Here she and Victoria Spade communicate using a symbol book.

'yes' to things they've tried already, and 'no' to things they've never been exposed to. It's not informed choice," notes Sherry. "So if they try roller-skating and find out they like it, they can make a more informed choice. They are saying 'yes' or 'no' because they truly understand what people are asking them about."

At the third meeting of a recent session of On Our Own, there is a lot of laughter around the large circle of people. They are sharing their experiences from the previous week's outing.

The biggest burst of laughter comes when Val reveals that the movie they saw the week before was the choice of Mike, the volunteer. Having the participants make the choices is key to the program, but for Mike, having to sit through *Star Trek VI* again was taking it too far. Mike is sheepish and everyone laughs, but Sherry shakes a finger at Mike.

"You can see the group learning. When we're together as a large group, sharing details about the outing, you may ask someone, 'How much did it cost?' And if they don't remember, another participant who has done it before will help them out. Or they correct the volunteer. It's great to hear people's humourous incidents, and see them learning about what they can do on their own out there."

Sherry has a good core of volunteers. They, too, have become friends over the five years they have been part of On Our Own. As a group of friends, they also share the things they do in their leisure time with the participants. They are good role models of people who are making social connections and making plans.

One of the biggest problems for people with developmental disabilities is that when they are not at work, or in school, or out with a leisure support worker, they don't pick up the phone and call someone or actively plan their own free time. Sherry says that by involving both community residents



On Our Own founder Sherry Hogan listens in as participant John Ewing and volunteer Ray Iwanakiw talk about their outing plans.

and people who live in the institutions, friendships are made that wouldn't otherwise happen. Some may end up sharing homes or apartments in the future, so this contact also assists in the transition to community life.

Volunteer Tracey Speer has been coming out to On Our Own for five years, since she was 20. She loves the opportunity to introduce a person with a developmental disability to a new social experience. That sharing of something, she says, creates a bond that you don't get in any other environment. Tracey has grown, too: she is now working with much more severely disabled people than she did in the beginning.

"I would have been afraid, or uncomfortable a few years ago. I wouldn't have known how to act or treat this person," says Tracey. "Now I know; you treat them as you would anyone else."

Sherry Hogan runs the program once a year. Her dream is for On Our Own to run year-long at the times when recreation truly takes place: weekends and five nights a week. The program has only been possible through the financial and clerical support of NRC, and the city's parks and recreation department which provides the meeting space free of charge.

The main costs of the program are the reimbursement of the volunteers for their costs on outings, photocopying lesson plans and participant work sheets. The total budget for the program averages only \$250 for nine weeks.

Sherry is in the process of publishing a manual so that the program can be tried by other people. It was done in North Bay successfully a few years ago. She hopes that the most important component of the program is preserved: the volunteers.

"The volunteers ARE the program. They bring their unique personalities, teaching styles and caring to the program," says Sherry. The program needs a co-ordinator, "but it wouldn't be the same if paid staff were group leaders. That would destroy the social networking part of it. You want real friendships to develop."

As we look more critically at the quality of community life for people with developmental disabilities, support staff and families are pressured to find ways to make the social links necessary for true social integration. On Our Own is one bridge to community life. □

Elaine Lynch is the community relations co-ordinator at Northwestern Regional Centre in Thunder Bay.

**This contact
assists in the
transition to
community life.**

by Brian Rosborough

MORE THAN JUST BOOKS

The MCSS Library and Learning Resources staff can provide you with periodicals, videos, computer searches and friendly help

The MCSS Library and Learning Resources Centre is on the move. The centre's new location is now on the fourth floor of 880 Bay Street in Toronto. It's only one floor away from its old home, but moving the premises without a serious interruption in the services that it provides presented quite a challenge to manager Dolly Lyn and the other five members of the staff.

The success of the move speaks of the nature of a modern library/resource centre — much more than a physical space full of books and reports, our centre exists independently of its four walls. Wherever you are, it can help meet your information needs.

Today's centres are links in a comprehensive information network that can connect us to the information we need — whether that information is located in Queen's Park, a metropolitan library or a European research institute. Beyond an extensive and varied collection of printed media, our centre comprises recorded audio and video information and on-line data-bases and searching facilities that can put us in touch with up-to-the-minute news stories, periodical articles and extensive collections world-wide.

Our centre provides us with the knowledge and skills of three professional librarians and three library technicians who ensure that the centre's resources reflect the needs of its clients and that the material is easily

accessible to ministry and government employees, students and members of the public.

The move heralds some significant changes in the way the centre does business. Advances in technology have improved the ways we can search for information. The centre's own collection is now catalogued electronically, eliminating the need to flip through drawers of file cards to locate information. Electronic searches provide a quick and accurate way to find out what's available and where to find it.

Information is one of our most important resources. The staff at the MCSS Library and Learning Resources can help you to take full advantage of

the services that the centre offers and to promptly get the information you need — when you need it. Whether it's arranging an inter-library loan, doing an on-line search of an outside source, or showing you how to work the on-line catalogue, members of the staff are available to give you the assistance you need.

If you haven't used the ministry's centre before, drop by and have a look around. If that's not convenient, pick up the phone and call, (416-326-6442; fax 326-6453) or contact the staff by using your DEC system at: LIBRARY. □

Brian Rosborough is an information officer with the MCSS Communications and Marketing Branch.

Photo by Brian Pick



Dolly Lyn (centre) and staff from the MCSS Learning and Library Resources Centre (from left): Sallie Thayer, Anna Difelice, Patricia Fortin and Perry Tom.

by Marc Bernier

CUSTOMER SERVICE EN FRANÇAIS, S'IL VOUS PLAÎT!

Queries about the ministry can be answered in French, English and other languages

The Customer Service Office of the Ministry of Community and Social Services is bilingual. Every day, the two inquiries officers, who are part of the Communications and Marketing Branch, give general information on ministry programs, services and publications to the public in both of Canada's official languages, as well as others. The two officers handle an average of 3,000 telephone inquiries per month from people who call the general inquiries number (416-325-5666).

One of the many different audiences of the ministry is the French-speaking community. They are very present in Ontario, not only along the Ottawa River area as is usually expected, but everywhere in the province. In fact, our Customer Service Office receives French-language calls from Ottawa to Thunder Bay, from Sudbury to Windsor and also a few calls from our sister province to the east, Québec.

"Could I have a list of French child care facilities serving the Ottawa-Carleton region?" "I would like to get some information on French-speaking group homes in the region of Timmins." "Is that publication available in French?" "How can I apply for welfare?" are typical questions from our French-speaking clients.

They often seek information

regarding French-language programs and services available in their community. They also want to know about nursing homes, child care, emergency shelters, hostels and group homes of all kinds.

The French-language audience is also looking for information regarding income maintenance programs. The questions heard on this subject by the inquiries officers are: "How do I apply for Family Benefits?" "Am I eligible?" and "How can I appeal my worker's decision?"

There is always one question which repeats itself often: Our French-speaking clients want to be answered in their own language, both verbally and in written form. The French-speaking clients often raise fears about not being able to go through a lengthy social services application process using only the French language. They often ask: "Do they speak French?"

I am always pleased to answer that the ministry offers bilingual service and that "le français, on s'en sert".

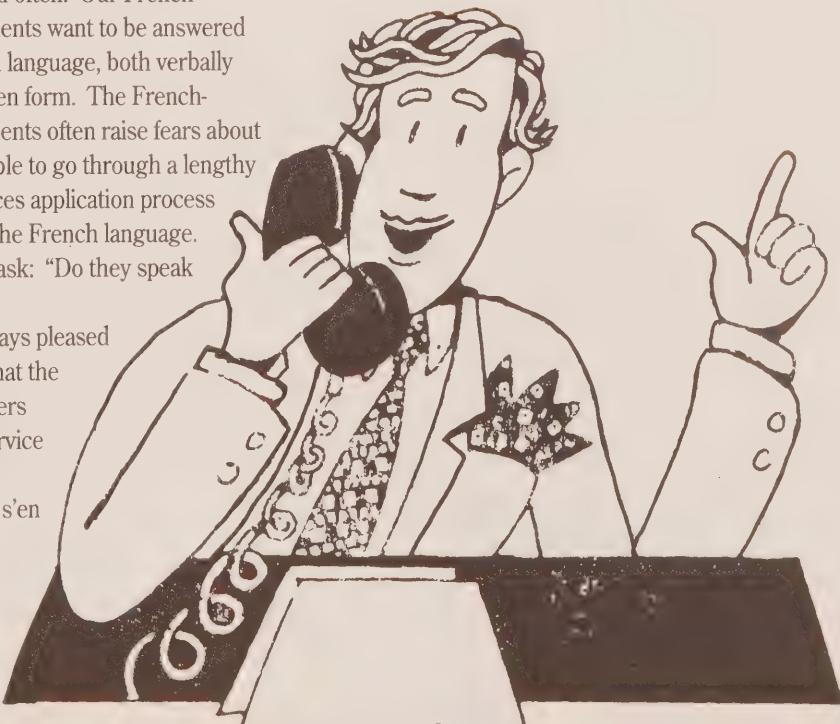
The Customer Service Office receives

approximately 60 French calls every month, an average of two calls per day. This represents two per cent of the total calls handled by the office.

Although this does not seem to be a high percentage of individual calls, it represents an ocean of information that the French-speaking community is asking for. □

Marc Bernier is the ministry's French-speaking inquiries officer. Our other inquiries officer, Brij Mehta, answers inquiries in Hindi, Punjabi and Urdu, as well as English.

Our Customer Service Office even receives French-language queries from Québec.



by Kristine Bindner-Notte,
Lucy Barylewicz and Maureen Pepper,
Southwestern Regional Centre

WELLNESS IN THE WORKPLACE

"Wellie the welly-bean" promotes a healthy lifestyle at Southwestern Regional Centre

Wellness in the workplace — can we afford to be without it?

With the challenges of diminishing resources, the employee's need for balance between work and family life and the growing demand to do more with less, it's in the best interests of any organization to help their

employees achieve and maintain good mental and physical health.

Health and wellness promotion is by no means a new concept. It was, however, in recognition of the multi-dimensional challenges of the '90s that the administrator of Southwestern Regional Centre, Lloyd Jackson, set the wheels in motion to facilitate the

centre-wide co-ordination of health and wellness initiatives. As a result of this directive, the Health and Wellness Promotion Committee was formed.

This committee is aimed at developing programs and co-ordinating wellness initiatives which will, in turn, contribute to a healthier workplace and empower SRC staff to achieve personal

It's in everyone's best interests to help employees achieve and maintain good mental and physical health.



Some members of the SRC Health and Wellness Promotion Committee: standing at the back are fire safety officer Brian Mandeno, kinesiologist Rick Beaver, Kristine Binder-Notte of staff development, Jim Bulley of physiotherapy and Amanda Vlaminck, special diet supervisor. In the front on stationary bikes are employee health nurse Lucy Barylewicz and Dan Miron, occupational health and safety — and Wellie Bean, of course!

health and wellness goals.

The structure of the committee is based on an adaptation of a corporate health and project model. This has resulted in a committee where operations rely on four key elements:

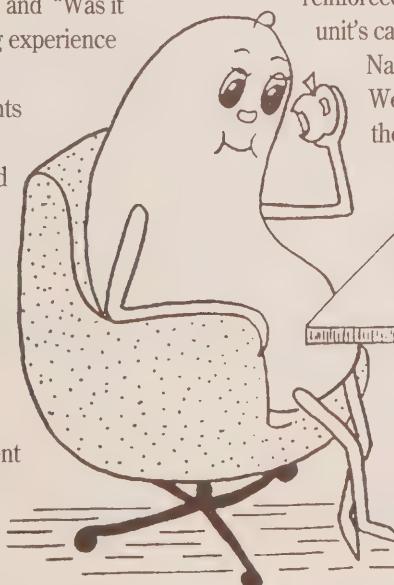
- * team project management;
- * joint union/management participation;
- * action-planning the progress review process; and
- * community partnership and co-operation.

Lifestyle issues, the Employee Assistance Program (EAP) and social issues and occupational health and safety concerns are essential parts of the wellness continuum. The multi-disciplinary membership of the committee, as well as community support and resources, provide for a well-rounded proactive approach to creating a healthier workplace, and enthusiasm was high.

Planning and evaluation are essential parts of doing business at the committee level. A workplan outlines the specifics of a particular program and an outcome report serves to direct discussion around such questions as: "How do we improve this program?" "Do we offer it again?" and "Was it effective as a learning experience for staff?"

A calendar of events initially was planned for a six-month period following a lively brainstorming session, a review of a needs assessment survey, feasibility factors and consideration of the members' commitment to the task.

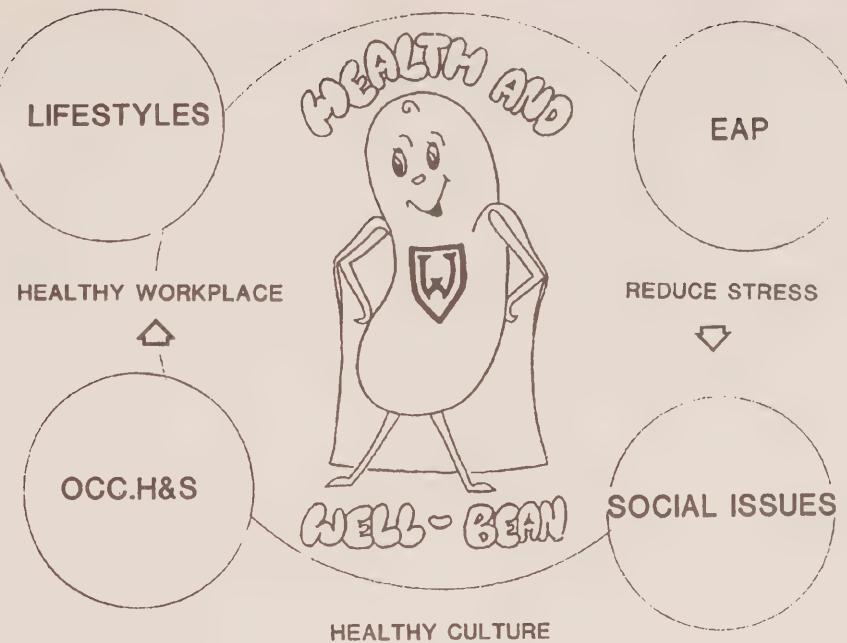
The committee decided to begin the year by addressing positive lifestyle changes such as healthy weight goals, smoking cessation and heart health. January, February and March have national



campaigns at those times to address these health issues. For example, February being Heart Month in Canada made it an opportune time to conduct blood pressure clinics and to launch a facility-wide walking club. A 12-week Healthy Weight Challenge wound down in March to coincide with Nutrition Month. A January "quit smoking" promotion reinforced the local health unit's campaign during National Non-Smoking Week and made use of the local lung association chapter's many resources through a display at the facility library. Plans for future programs include stress seminars, breast self-exam workshops, drug awareness sessions and "sun sense" education about exposure to sunlight.

Wellie, a "welly-bean" has become the identifying logo and mascot for the

EMPOWERMENT

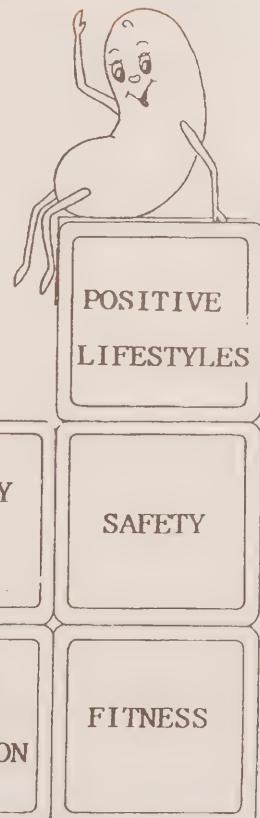


HEALTHY CULTURE

committee's work. Wellie's versatility lends itself to the promotion of various programs as he can be adapted to project a wide array of images. In posters he sports a pair of sneakers and headband to promote the walking club, and leisurely munches on an apple for Nutrition Month. "Super-Wellie" personifies the empowerment created by the key elements of the wellness model.

The ultimate goal of the committee is to create an evolution within itself and the workplace. As Wellie climbs the building blocks to empowerment strengthened by the various programs, the committee can evolve as well into a progressive entity that continues to develop, deliver and enhance programs. □

The committee decided to begin by addressing positive lifestyle changes.



DIRECT DEPOSIT'S A HIT WITH FBA CLIENTS

Hundreds of clients have sent thank-you letters about this convenient service

Sometimes it's the little things that have the largest impact.

Take the woman who goes down to the lobby of her apartment building to fetch her mail. She finds a group of neighbours chatting as they wait for the postal carrier to drop envelopes into each box. "Hey, look, your neighbour gets a cheque from the

government," one person quips.

Embarrassed and angry, the woman quickly turns away. She'll go back for the mail later. She hates the stigma attached to the government cheques that arrive in her name.

Two months later, this woman has overcome her anxiety over picking up mail because her cheque isn't mailed any more: it's deposited directly into her bank account. She is

so relieved, she calls the people at the direct deposit project office at 880 Bay Street, in Toronto to say thanks.

"There's been a lot of positive feedback from our clients about direct deposit," says project leader Joyce Bodner. Hundreds of letters have been received from people describing the benefits.

"This is a great service for people encumbered by illness," one man writes. "Now my bills can be paid if I can't get out."

"This is a smart, wonderful idea. Congratulations to whoever thought of it," writes another person.

Aside from the convenience of direct deposit, clients don't have to worry about lost or stolen cheques and mail disruptions. And reducing the number of cheques re-issued at month's end gives income maintenance officers the opportunity to do other tasks that benefit their clients.

"It cuts down on the amount of paperwork, there's a lot less confusion and the flow of traffic at the end of the month isn't like it used to be," says Peterborough income maintenance officer Brenda Barber, who was with the project when it was first tested in that city. She says that re-issuing a cheque requires time to obtain and verify information, write the cheque and then release it. "It's a chain reaction," she adds.

"The little things add up to a lot. Now we have time to catch up on computer and paperwork and return clients' phone calls."

"This is a smart, wonderful idea. Congratulations to whoever thought of it." – an FBA client on direct deposit



MAKES SEN\$E

- ✓ Family Benefits Allowance deposited right into your bank account
- ✓ End delays and lineups



Call Your Worker Today!



Ministry of
Community and
Social Services
Ontario

The recruitment goal for direct deposit was 125,000 people. The initial recruitment was sluggish though — just under 90,000 people had signed up at the end of the initial campaign, from a potential 300,000 when targets were set.

After some research, Joyce discovered the problem. "There was a perceived notion that you got your money sooner if you had your cheque mailed," she explains.

A decision to issue cheques early during the most recent postal strike and at Christmas time had emphasized this perception. People who had their benefits deposited directly became upset because they didn't have access to their money until the last day of the month. "Four months out of the first five of this program, cheques were issued early. It was the best customer service option, even though it hurt direct deposit a little," Joyce says.

Clients who received a cheque prior to the end of the month were also penalized if they cashed it early at a cheque-cashing agency. The agencies charge a premium to cash post-dated cheques — sometimes as much as 7.5 per cent.

Joyce expects more people will sign up for direct deposit once they realize they won't get their cheque earlier by mail. Some people aren't interested in direct deposit because they have never had a problem with the mail system "and why mess with it when there's no problem," wrote one person who is happy with mail delivery.

Retraining has been completed for income maintenance officers who were hesitant about the program initially. If the staff understand the program and they're aware of the benefits, they can encourage more clients to have their benefits deposited directly. □

Crista Renner is a graduate of Centennial College's corporate communication program who was recently a communications assistant with the MCSS Communications and Marketing Branch.

DIRECT DEPOSIT'S A BOON FOR STAFF, TOO

The people in MCSS Payroll Services are 'direct' about a goal they set. "We want 100 per cent of the ministry's employees signed up for direct deposit," says Jane Anderson, the department's acting payroll manager.

A brochure outlining the benefits of direct deposit and an application form to sign up were distributed with the March 26 pay cheques to approximately 3,500 MCSS employees who don't use the system. About 64,000 of (roughly) 91,000 OPSers use direct deposit.

Employee direct deposit was introduced in the Ontario Public Service in 1981. It was a service limited to classified staff but it is now available to everyone, including part-time employees and students.

The first week after the inserts were distributed, Jane received requests from 180 new direct deposit applicants. "I have a list of all employees who are not on direct deposit, and I check

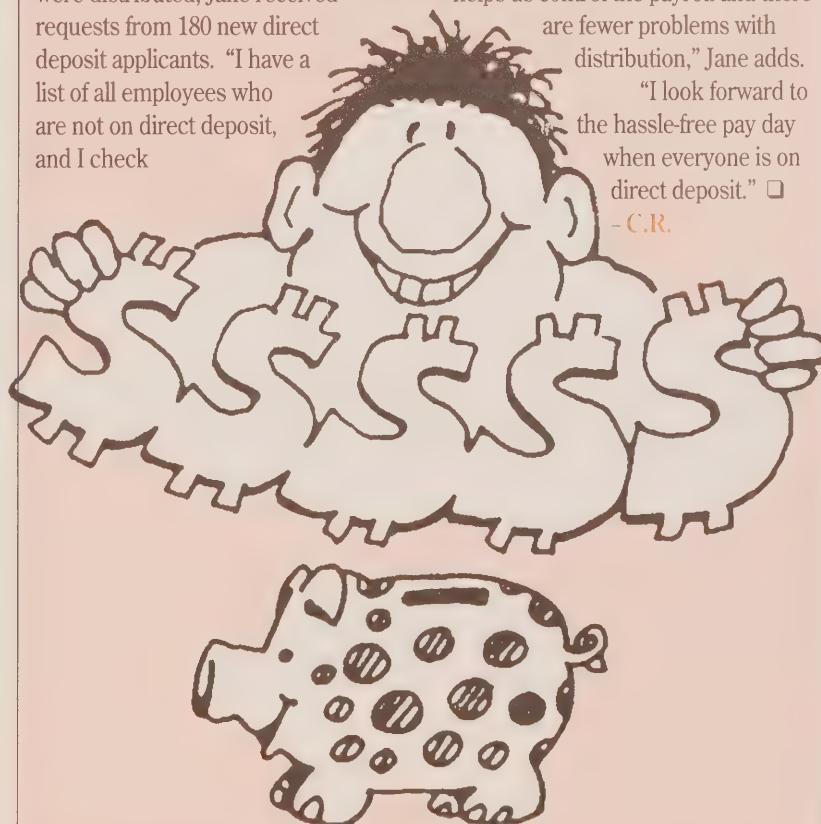
the names off as the direct deposit application forms come in."

Jane says that she will give the program time to get rolling. "But once we get towards the end of the blitz, I'm going to personally contact those employees who have not signed up to ask them why!" she adds facetiously.

Jane encourages anyone who has questions that weren't answered in the brochure to call her (416-326-8091). Direct deposit ensures you get your money on pay day even if you're not at the office. It's great for people who aren't at the office every day, or for when you're on vacation. No matter where you are on pay day, your money is in the bank.

Payroll services are also more secure because the problem of lost or stolen cheques is eliminated. "It helps us control the payroll and there are fewer problems with distribution," Jane adds.

"I look forward to the hassle-free pay day when everyone is on direct deposit." □
— C.R.



No matter where you are on pay day, your money is in the bank.

**About 2/3 of
OPSerS use
direct deposit.**

YO STAFF GET TOGETHER IN THE NORTH

Young offender managers and probation officers from Sioux Lookout to

Payukotayno to Parry Sound and points between, as well as correctional officers from the Sault Ste. Marie Observation and

Detention Home and from Project D.A.R.E., came together for a first-ever conference.

The conference, aimed at promoting teamwork among regional young offender services, was held in February in Sault Ste. Marie and brought participants together to learn and share mutual concerns.

About 90 MCSS employees from the entire North were hosted by the Sault Ste. Marie probation unit and conference planning committee, under the leadership of Jim Arcangeletti, YO manager in the Sault. The agenda for the two days included presentations from Dale Elliot, YOA project co-ordinator; Rich Partridge, co-ordinator of YOA services; and Miki McMillan, regional YOA co-ordinator. An overview of regional concerns and services in a time of fiscal restraint was presented by North Region manager John Rabeau in the keynote address.

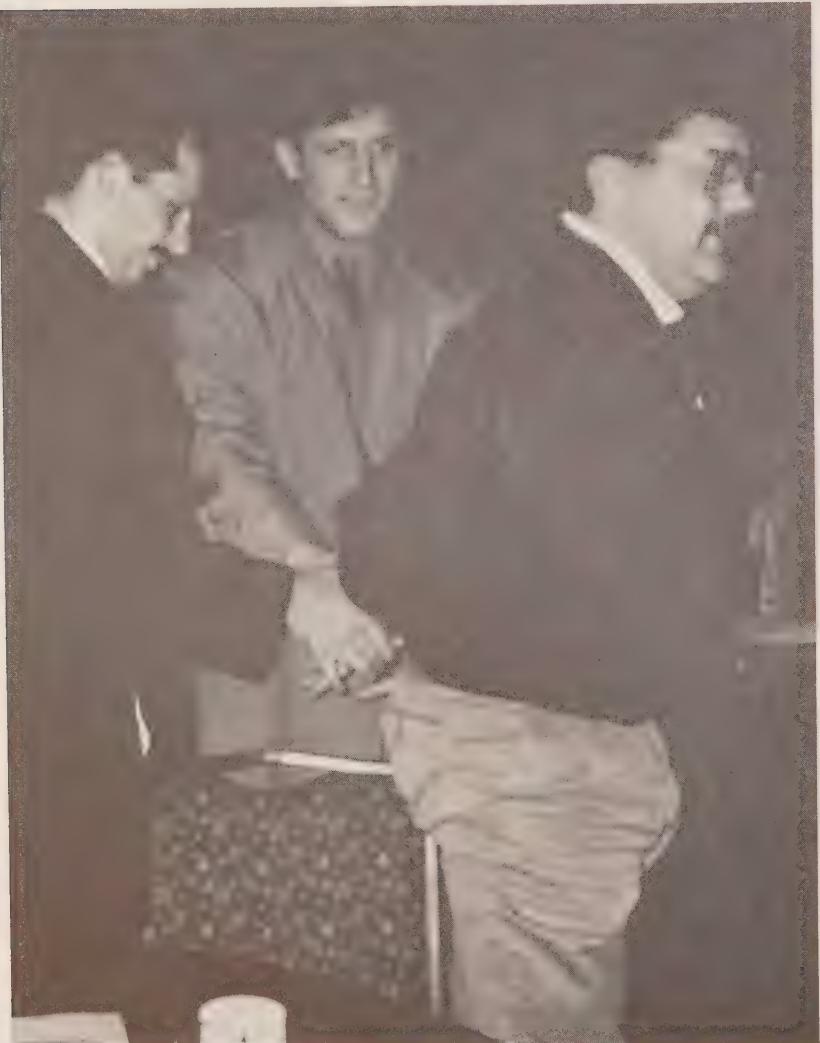
Participants had the

opportunity to take in workshops on such themes as native awareness, the young offender as a victim, characteristics and treatment of adolescent sexual offenders and substance abuse. Opportunity was also available for discussion of regional concerns in a solution-focused break-out facilitated by YOA supervisors.

The conference was capped off by a gathering at the Sault's celebrated Marconi Club, where participants enjoyed an interactive theatrical mystery. The mystery was written, produced and performed by the Sault's own Family Life Theatre, an organization partly funded by MCSS.

The theme of the conference was working together in an atmosphere of trust and teamwork. According to all who participated, the conference was well worthwhile and an unqualified success. □

(from left) Al Janssen, MCSS probation officer in Elliot Lake and Rich Partridge, a member of the conference planning committee.



"Book 'em, Danno:" Conference proceedings were interrupted when Constable Carlo Bruni of the Thessalon Ontario Provincial Police and Constable Fred Marotta of the Sault OPP "arrested" MCSS probation officer Al Janssen of Hearst, who found to his surprise that he was among Canada's Most Wanted in the North.

HRC's "CRAFTY" STAFF

The talents of Huronia Regional Centre staff were on display for all to see at the HRC Hobby and Arts Display. Most of the works on display were the creations of about 20 HRC employees with a colourful addition to the show: a selection of paintings rendered by HRC clients who regularly participate in the centre's fine arts program.

The idea behind the display was to offer HRC employees an opportunity to share their creative talents with their colleagues — to share aspects of themselves that may not otherwise be seen in day-to-day work life. The exhibit included paintings in various media,

drawings, ceramics, flower arrangements, photography, woodworking, paper tole, folk-art painting, pottery, macrame, miniature-model building and embroidery.

HRC art instructor Bernice Louis gave a demonstration of silk painting which showed visitors just how easy this technique can be, whether or not you are creative by nature.

This event was organized by the HRC *Blankspace* Committee (the facility publication) and the HRC Wellness Committee. □

*Wendy Grace
Audio Visual Co-ordinator
Huronia Regional Centre
Orillia*



HRC art instructor Bernice Louis demonstrates the dramatic effects gained through applying salt to the wet dyes of a hand-painted silk scarf.

HURONIA'S RESIDENT ARTISTS ON DISPLAY

by Judy Richardson

It's easy to assume that people with developmental handicaps, particularly those who have lived most of their lives in a large institution, haven't much to contribute to society. But in fact, the very opposite is often the case.

As an art instructor at Huronia Regional Centre, I have been fortunate to find several clients at HRC with outstanding drawing abilities. With careful selection of work, proper framing and display, a high quality of drawings and paintings can be produced. I personally believe that art, for some especially talented persons, can be an avenue to gain social acceptance for developmental



Judy Richardson with some of the artwork by HRC clients that was displayed at the OAAD annual conference.

disabilities. Acceptance and honest praise should be based on respect for good work, rather than sympathy.

Every human being is endowed with a creative spirit. Artisans and artists in all cultures are highly-valued

individuals. Creating is a wonderful and very valuable part of the human spirit.

The very unique efforts of our artists were admired and appreciated at the annual conference of the Ontario Association on Developmental Disabilities (OADD) in March, where I brought an exhibit of works by our client-artists. The theme for the conference was "Achievements" and this exhibit certainly embodied the theme. □

Norm Snedden photo

GREEN DAY IN ST. CATHARINES

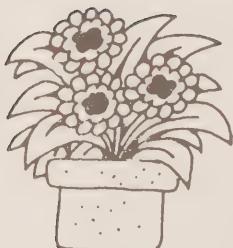
The GGO (Greening of Government Operations) project is an important part of an on-going program to expand the 3R principles of Reduce, Reuse and Recycle throughout all government offices.

During this year's Earth Week in April, the ministry's St. Catharines office supported the Green project by participating in the "Wearing of the Green," with many employees taking part. This ministry-wide event was held to contribute as a "green team" toward waste reduction and to encourage government employees to become environmentally-conscious at their worksite.

A contest was held by St. Catharines staff in which plants and flower arrangements were donated by staff members and awarded to the individuals wearing the most green (and those wearing the least!).

The "green" way of doing things has also become a reality in the St. Catharines workplace. The building in which the ministry is located is not a government building and isn't part of an official recycling program. So, staff members have placed a Blue Box in the office and began their own recycling. Employees take turns taking Blue home to put out with their own Blue Box contents — thus reducing waste in the workplace.

Also, all DEC users were given a lesson in how to use the laser printer more efficiently (for example, how not to print out distribution lists when



St. Catharines staff Sandra leClair, Jacquie Reid and Ron Dean watch as Jacqueline Thibeau pulls the names of Green Day raffle winners from a paper recycling bin. Prizes such as plants, a flower arrangement, "green thumb" pin, green-iced carrot cake and a flower arrangement were donated by Connie Dion, Donna Crawford, Jacquie Reid and Charlotte Sheridan.

only the attachments are needed), which reduces the volume of wasted paper.

All staff members have brought ceramic or glass mugs to work, which has contributed greatly to

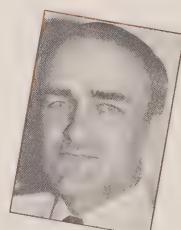
reducing the use of polystyrene cups. □

*Jacqueline Thibeau and Charlotte Sheridan
St. Catharines Office*

People on the move

Richard Bradley is now director of the Child Care Branch. Paul Siemens, the acting director, has retired.

Lynne Bullard has been seconded from her position as administrator of Thistletown Regional Centre to be director of Operational Co-ordination. Christine Macartney, who had been acting director, is leading the organizational review of the Operations Division in addition to her role as manager of the Management Support Unit. Mary Sutherland is the acting administrator of Thistletown. □



Richard Bradley



Lynne Bullard



Mary Sutherland



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dialogue

VOLUME 15, NUMBER 4, FALL 1992



THE MCSS PRIORITIES • Also: *Safeguards: An update* • *Disentanglement: Sorting out our responsibilities*
• *How to help street people* • SPECIAL PAGES: *The Green Report*

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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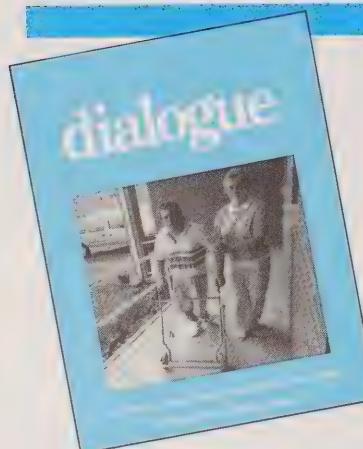
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OUR COVER AND THEME

stories begin on page 4.

We also have an update on the Safeguards report (page 12), and a story about the disentanglement of provincial and municipal responsibilities, which will greatly affect how social services are delivered (page 14).

Also of interest: Should you give money to street people? Does it do any real good, or does it just make *you* feel better? Read the opinions of street workers (page 16). People who deal with troubled youth will want to know about the services of the Institute for the study of Antisocial behaviour in Youth, or IAY, at our own Thistletown (page 18). And check out our special pages, "The Green Report" (pages 22 - 25) about environmental

awareness in MCSS — including a checklist to assess your own "green"-ness.

And a report on the results of the Reader's Survey from the Spring issue is on our back page (page 32).

Our cover shows Corey Le Nestour with his mother Betty. Corey is a real success story: after 33 years at Huronia Regional Centre, he has made the transition to community living in a group home. Read his inspiring story beginning on page 6. Cover photo by Brian Pickell.

Hope you managed to find some sunshine during the summer and that you're ready for the challenges we're all facing this fall.

—Julia Naczynski, Editor

The theme stories for this issue of *Dialogue* are all about the five MCSS Priorities, which you have probably heard about. These priorities will guide the direction of work within MCSS for the next few years, and knowing more about the priorities will help you to understand your job and where we're all headed. The "priorities"

TABLES OF DIVERSITY: A PROGRESS REPORT

A shared vision for social services" — that was one goal of Tables of Diversity, a series of meetings hosted by Minister Marion Boyd and Deputy Minister Charles Pascal.

Tables of Diversity brought together a number of social-service providers as well as consumers to meet personally with the minister and deputy and to discuss the planning and management of social services in an era of fiscal constraints. A total of 18 meetings were held throughout the province between November 1991 and May 1992 in communities such as Peterborough, Thunder Bay, Windsor, Kenora and Toronto. About 400 community representatives and individuals have attended the meetings that have been held so far.

The meetings were called "diverse" because of the wide range of backgrounds and interests of the participants, as well as the variety of



topics discussed. The Kitchener-Waterloo meeting, for example,

included representation from the John Howard Society, a child welfare agency, a family crisis shelter, two school boards and a maternity home.

"These meetings have allowed a more open approach to discuss ways of ensuring the effective and efficient delivery of social services with our partners," says Charles.

A progress report released last month indicated that the meetings have dealt with a number of emerging issues and themes for social services. These included the environment of change in social services, community empowerment, funding, accountability, service system management, and local planning/co-ordination.

The deputy is encouraging our service delivery partners to continue to exchange information and ideas through the ministry's local offices. □



FROM THE MINISTER'S DESK

This issue of *Dialogue* has a special theme — it's about the five MCSS Priorities.

These are the same priorities that Deputy Minister Charles Pascal and I outlined in our video that many of you on the ministry's staff have seen recently.

While the stories in this issue will give you some specific examples of how the MCSS Priorities are being acted upon around the province, I would like to update you briefly on overall progress toward those priorities.

Social assistance reform: After receiving *Time for Action*, the report of the Advisory Group on New Social Assistance Legislation, the ministry is working on developing options and mechanisms for new legislation. I intend to introduce new legislation in 1993. Nine pilot projects for "opportunity planning" — one of the recommendations in the *Transitions* report of the Social Assistance Review Committee — were announced in July; they will test new ideas for transforming the social assistance system from one of not just last-resort support to one that's also known for helping people get back into the workforce.

Child care reform: The public consultation part of the reform process, which included 20 public meetings across the province earlier this year, is now complete. A report on the consultation will be available soon, and new child care legislation will be introduced in the legislature in 1993. Also, guidelines for the conversion of

for-profit child care centres to non-profit centres have been published. An important link was made between child care and the renewal of Ontario's economy when 20,000 new child care subsidies were announced to support the jobsOntario initiative. Workers need child care!

Long-term care reform and services for people with developmental disabilities: Long-term care generally refers to services for seniors and adults with physical disabilities. Following public consultations this past spring, work is being completed on a Cabinet submission to incorporate the innovative advice from a number of submissions. An announcement will be made soon by my colleague, Minister of Health Frances Lankin. Of relevance is our on-going assessment of the MCSS Multi-Year Plan, designed to phase out institutional placement of people with developmental disabilities and to establish comprehensive community-based services. MYP and long-term care reform may have a common future.

Integrated services for children: The Ministry of Education (among other ministries besides our own that relate to children) is very much involved in this priority. In addition, the Premier's Council on Health, Well-Being and Social Justice is at work on a vision for Ontario's children which will be incorporated into the government's policy-making process.

Violence against women and children: This priority speaks directly to my dual position as Minister of MCSS and Minister Responsible for

Women's Issues. Two recent public education campaigns — one to heighten awareness about wife assault, the other about sexual assault — were highly successful.

To improve programs in the area of violence against women, MCSS, along with the Ontario Women's Directorate, is reviewing all programs that deal with family violence. A conference in September will centre on male batterers and how best to provide programs for that group. And, in partnership with communities across Ontario, MCSS is taking the lead on developing a government-wide strategy to reduce violence against children. The ministry has recently released revised Standards for the Investigation and Management of Child Abuse Cases, developed in co-operation with the Ontario Association of Children's Aid Societies and the Institute for the Prevention of Child Abuse.

I hope this information lets you see into the process of policy priority-setting.

These are tough times, especially as to the economy, but we must remain committed to maintaining services and to delivering them in new and more innovative and efficient ways.

These realities offer us all new challenges, and I appreciate your dedication, commitment and hard work in helping the ministry achieve our goals. □



MCSS Minister
Marion Boyd

...a focus on supporting and encouraging the transition from dependence to self-reliance

by Jack Stiff

HELPING PEOPLE TO HELP THEMSELVES

In Brockville they're encouraging people to upgrade their skills — and it's working

"No one wants to rely solely on social assistance... response to the program bears that out."



Jacqueline White and Gloria Shaw of the Brockville income maintenance office.

If we can help even a few clients to become more independent, improve their self-esteem, or even participate in the process, our

new Transition to Self-Reliance program will be considered a success," says Gloria Shaw. "The prime objective for this program, however, is gainful employment."

Gloria, who is the income maintenance supervisor for the ministry's Brockville office, was describing the objectives of the program, begun last January. The TSR

program was this eastern Ontario office's response to a ministry initiative with the goal of helping people — particularly those on social assistance — become self-reliant.

The Brockville TSR program was launched to help the Family Benefits Assistance (FBA) recipients served by this office.

To administer the program, a new position was created. Jacqueline White, who had been working in income maintenance with Gloria, became the new "transition to self-reliance worker." Other income maintenance officers working out of the Brockville office agreed to increase their respective caseloads so that Jacqueline could run the new program exclusively. As a result, additional staff dollars were not necessary to launch the TSR program.

"Self-reliance can mean different things to our clients," Jacqueline explains. "Although it may mean employment for some, it usually begins with an improvement in self-worth. This in turn results in a much more positive outlook, and a strong desire for personal improvement."

Jacqueline adds that self-reliance and resulting self-esteem can come from educational upgrading, renewed efforts to find employment, becoming involved with vocational training, or other available employment programs. "That self-reliance could also mean literacy training, taking the initial steps to improving their lifestyles. Sometimes, all the client may require is a little counselling."

When the TSR program began, income maintenance field workers sifted through the caseload of some 2,500 FBA recipients in Leeds and Grenville counties to identify who'd be interested or would have potential. To date, close to 500 cases have been referred for the program, with more than 200 contacted. For example, out of the 200 contacted, 139 have returned to school for academic upgrading, which is recognized as an essential

foundation for gainful employment. So far, 18 of those contacted have successfully obtained employment.

"A large percentage of individuals contacted did not complete high school, are functionally illiterate, and have chosen academic upgrading as a step toward self-reliance," Jacqueline says. The vast majority of clients contacted hope for full employment and termination of their reliance on public assistance.

There are many success stories of people involved in the TSR program. Jacqueline relates one of them:

Larry, 50, was encouraged through the TSR program to return to school and obtain his Grade 12 diploma but felt apprehensive about being in a classroom after 32 years. He felt that he "wouldn't fit in with younger people." Larry's self-confidence has increased since he began working toward his diploma. He's a sole-support parent and believes that pursuing an

education "makes you believe you're worth something."

Larry believes he's a good role model to his children who see him gaining an education, and he has structured his schedule to attend classes daily. Larry also feels he's a good role model for the younger students in his class who may see the value of an education when they see a 50-year-old returning to school.

Jacqueline said that Larry recently completed his school term with an 80 per cent average in English.

"Let's face it," says Gloria Shaw, "no one wants to rely solely on social assistance; recipients want as much independence as possible. Response to the TSR program bears that out. And news of the program is spreading faster than we can keep up." □

Jack Stiff is a senior information officer with the MCSS Communications and Marketing Branch.

OPPORTUNITY KNOCKS

The concept of opportunity planning — a cornerstone of social assistance reform — becomes reality with the launch of nine pilot projects across Ontario.

The projects, which will run for up to five years, will be funded with \$4.5 million per year, with an additional \$500,000 per year for First Nations pilot projects (to be announced). The nine were selected from almost 200 proposals and were announced by MCSS Minister Marion Boyd July 22.

The pilot projects are: Going to Work/Cambridge and Kitchener; Partners for Access, Choice and Change/Ottawa; Peel Opportunity Planning/Peel and Caledon; Window of Opportunity/North Bay;



Opportunities

2000/Kenora; Self-Help and Independent Living (SAIL)/ Mississauga; Lakeshore Community Action Project/Etobicoke; Algoma District Social Services Board/District of Algoma; and Community

Opportunities Centre of Lovesick Lake Native Women's Association/Burleigh Falls.

Through these projects, opportunity planners will help social assistance recipients establish a plan for self-reliance and then gain access to the services they need. In some cases, employment will not be the goal; for some it will be helping people contribute to the community in other ways, such as through volunteering. —J.N. □

Story by Alan Fleming
Photos by Brian Pickell

HIS OWN SPACE IN HIS OWN PLACE

A former Huronia resident shows that community living is possible even for people with the most challenging handicaps

**Corey couldn't
be where he is
today without
the work of
Huronia staff.**

No one thought Corey Le Nestour, as an autistic child with a developmental disability and cerebral palsy, would ever be mobile without a wheelchair, let alone be able to live outside an institutional setting. Today, however, the 37-year-old walks with a walker, has a job, and lives in a new group home in Beamsville.

Corey was three years old when he entered Orillia's Huronia Regional

Centre in 1958, then called the Ontario Hospital School. He spent the next 33 years there, until last fall when he moved into his new home. He's never looked back.

"There is a whole new spirit and enthusiasm in Corey," says his mother Betty. "It's like a new chapter of his life has begun. He's really spread his wings and become more open and confident."

Corey is considered non-verbal. He communicates through eye contact,

facial expressions, sounds and gestures. "He's very expressive, I can always tell how he's feeling. He's more active and alert now than ever before, more outgoing," says Betty.

Corey's transition to greater independence is an inspiring example of the Ministry of Community and Social Services' commitment to supporting community living for people with developmental disabilities. Reform of developmental services has accelerated in the last two decades, and the ministry is now in the sixth year of a preliminary seven-year phase of its multi-year strategic plan to phase out institutional placement and to establish comprehensive community-based services for people with developmental disabilities.

Betty acknowledges that Corey couldn't be where he is today without the work of Huronia staff. She says the many social workers and counsellors who have worked with Corey over the years helped him to develop the skills he needed to move toward independence.

"Huronia was Corey's home for 33 years. They were so dedicated and supportive — and they truly cared. It obviously has helped shape his personality to where he is today."

But Betty deserves most of the credit for Corey's progress. Since that autumn day in October 1958 when she left her middle child in the care of the facility, Betty has remained close to Corey. She visited her son and wrote



Corey prepares salad as part of dinnertime chores in the home he shares with three roommates. At one time, Corey was considered incapable of as simple a task as pouring a beverage for himself, but over the years staff at Huronia Regional Centre have helped him develop his potential.

regularly and continued to take a very active part in his life.

With the death of Corey's father Albert in 1990, Betty found she was unable to visit with Corey as often as she used to, so she undertook to have him relocated closer to her home in Hamilton.

"I was very, very fortunate in Corey being accepted for residency with the Grimsby/Lincoln Association for Community Living, in a new group home in Beamsville — just 20 minutes away from me. It's wonderful!"

Betty says Corey's transition was an easy one. This is reflected in Corey's relaxed and contented manner in his home. Corey shares the brick bungalow, located in a new subdivision, with four housemates. Interaction between the residents and staff is friendly and open. Corey laughs a lot, and the atmosphere is very much like a family.

Corey's days are full of little miracles. He can pour a glass of juice for himself, fold tea towels, water the garden — displaying motor skills beyond those believed possible for him. He works for a vocational workshop where he has advanced to the point where he now does paid supervised contract work. On the days when he doesn't work, he attends a community skills centre where he learns new life skills and participates in a variety of recreational and social activities, from going to a restaurant for coffee to banking.

At home, Corey likes to sit outside and enjoy the fresh air. He assists with dinner and other chores by stirring the soup, helping make the salad, putting silverware away, or loading cups in the dishwasher. He sometimes will help bake cookies or muffins to take to work with him.

Betty says Corey is fortunate to have the support of the "extraordinary" staff of the Grimsby/Lincoln Association. She is a frequent and cheery presence at Corey's house where staff and residents all know her.

She and Corey often go for leisurely drives and Corey enjoys listening to country music on the radio.

Just before moving to Beamsville, Corey lived in an apartment setting within HRC, representing a change in concept of institutional living from wards to more home-like environments. Although Corey did not attend a vocational or lifeskills program at Huronia, he did participate in a physical exercise and community awareness program which helped prepare him for community living.

Ross Wallace is the social worker at Huronia who was involved in Corey's discharge. He says Huronia tried to make Corey's move an easy one through visits to the Beamsville house prior to his move, as well as visits by Beamsville staff while he was still at Huronia.

Afterward, when Ross visited Corey in his first new home, he noticed a "definite mixed reaction" from Corey. "Corey's reaction seemed to say 'I'm not going back' [to Huronia], and I have to take this as a positive sign, that he was, and is, happy where he is now and wants to stay."

"Corey made good — and swift — progress," says Ross. "It didn't take long for him to become aware of and involved in his surroundings and his activities. He adjusted well and quickly to his day program, which is surprising as Corey was not involved in a similar day program at Huronia."

Ross says people about to make the transition to community living are receiving special teaching, training, and expanded life skills experiences to acquaint them with community living.

Between May of 1991 and May of 1992, 37 people were discharged and moved on successfully from HRC. "Corey is one of those success stories," says Ross.

"We did our best to help Corey make a smooth transition, but Corey's mom provided the real impetus of his move. She was instrumental in getting the wheels in motion for



Corey waters flowers as he enjoys fresh air and sunshine at his day program. The association which operates his group home receives funding from the ministry.

Corey to be where he is now."

Observes Betty: "We've come a long way since that raw autumn day in 1958, from having to get a pink visitor slip before we could visit our son, to the facility's modern apartment setting where we had the freedom to visit anytime, and finally to today where I, and my other children, can visit Corey in his new home in the community."

"In those early years, Corey lived in a ward of more than 20 beds. Today, he has his own space and privacy when he wants it. He is caring for himself and enjoys the company of friends. He is living up to his potential, exploring new opportunities and rising to new challenges."

"I know Corey is proud of who he is and how far he has come. It's like a dream come true." □

Alan Fleming is a writer with the MCSS Communications and Marketing Branch.

"I know Corey is proud of who he is and how far he has come."

by Crista Renner

CONSULTATIONS WRAP UP

Thousands of people came to tell what they want to see in the child care system

The vision of a new child care system is one of a highly responsive, quality system that is available to parents who need it.

Since April 3, more than 4,000 parents, community groups, politicians, child care workers and educators have had their say about the proposed reform of the child care system outlined in the consultation paper, *Setting the Stage*.

Each person or group presented their visions and ideas about child care reform to a panel that travelled from city to city. "Most agreed with the four basic principles that will guide a new system," says Sarah Kramer, a program analyst in the Child Care Branch. "But there are a lot of different ideas about how the system will operate."

The consultation meetings were organized to encourage people to take an active role in the future course of child care in Ontario by expressing their views.

The four basic principles guiding a new system — high quality, affordability, accessibility and better management — were examined in a ministry publication, *The Parent Newspaper*, which was distributed through child care centres, schools and consumer newspapers. The paper was printed in 15 different languages and totalled 1.5 million copies. It summarized the proposals outlined in *Setting the Stage* and encouraged parents to attend the consultation meetings or write to the ministry with their comments about the reform.

**The
consultations
encouraged
people to take
an active role
in the future
course of child
care.**



"All written submissions and notes from the consultation are being reviewed and a summary report will be available in the fall," Sarah adds.

Policy staff at the Child Care Branch and child care staff in each area office worked closely together to organize the public consultations, which wrapped up in June. "The area office staff put in a lot of time to make these consultations successful," Sarah observes. "Some people were doing two jobs at a time and all were having to deal with the highly-charged political issues. It was a lot of hard work, but I think we all enjoyed working together."

Bill Johnson, a program supervisor in the Kenora office, was impressed by the technology used to capture a wide audience for the consultations. "A radio station at Sioux Lookout broadcast the consultation live on the radio to 45 First Nation groups via satellite," he says. "It slowed the speakers down a little because their presentation had to be translated into Oji-Cree, but overall, it went really well."

The child care reform process began in December and the summary of the consultation will be released this fall; new legislation is expected next year. The goal: bringing a highly responsive, quality child care system for parents who need it. □

Crista Renner is a communications assistant with the MCSS Communications and Marketing Branch.

Brian Pickell photo

Story and photo by Crista Renner

PLANNING THE FUTURE OF CHILDREN'S SERVICES

In the Southwest Region, agencies and other stakeholders are working with the ministry to pull children's services together

Linking and co-ordinating children's services is one solution to meeting the changing needs of clients during a time of increased competition for resources. And, on the surface, integrating services that meet children's needs first and foremost seems like a relatively simple task.

Jan Lubell, a program supervisor from the London Area Office, explains that there isn't any one way of integrating services, making it a challenging process. "Service needs change from community to community, and so does the meaning of confederating services," she says. "There's no clear, agreed-upon vision about how best to integrate children's programs."

Each community must examine its own unique needs, she says. If there are problems such as gaps or duplication of service, then organizations and community boards must consider where potential resources should go in order to meet the community's needs.

To help determine some of those needs, the Southwest Region's Children's Forum was organized to bring people from that region together, to discuss and reflect on the future in managing change in children's services.

Among the guest speakers at the June event was Minister Marion Boyd. She congratulated the organizers of the forum for "actually doing something about integrating services for children and not just sitting around

talking about it." She also told the audience of 250 that part of the challenge in the integration process was change. "We have to be open with one another. That's hard to do when we have to look at all the differences that have to be resolved and all the decisions that have to be made."

A presentation was also made by two people who have gone through the process of integrating services. Audrey Hummelen, executive director of the Heritage Children's Centre of Kent County and Anita Jackson, a program supervisor from the Chatham office, discussed the challenges of three executive boards dissolving into one. They also discussed the pressures of combining employees from Chatham-Kent and District Association for Community Living, the public health unit and the Kent County Children's Treatment Centre to form the staff of the newly integrated Heritage Children's Centre. "We focused and re-focused on the child when things got tough. If you think something needs to be done, then just do it. The bottom line is — we did it!" concluded Anita.

After the presentations, participants of the forum were given an opportunity to discuss the challenges and needs of their particular community.

They broke into "area planning groups," and a facilitator took notes as group members discussed what they need from one another to make the integration process easier. The notes will be used for further discussions in the integration process.

John Spiers, executive director of

the Children's Aid Society of the County of Haldimand, thought the forum was a good opportunity to address some of the issues that go along with integrating children's services. "Communication will help avoid confusion about roles, responsibility, authority and accountability," he says. "What we do and how we do it has to be decided as a community."

A follow-up forum to the one in June is planned for October. "Integrating children's services isn't going to happen overnight," Jan Lubell says. "If we remain focused though and continue with open dialogue, we'll achieve our goals." □



One of the planning groups in action at the children's forum. From left to right are: Norm Walpole, John Spiers, Frank Capitano, Jan Lubell and Peter Steckenreiter.

The reduction of violence...requires fundamental change in societal attitudes

by Julia Naczynski

AN "ASSAULT" AGAINST VIOLENCE

Two public education campaigns take aim against attitudes

**"You will not be
able to eliminate
the problem
unless you
change attitudes."**

It's hard to believe that only a decade ago, the mostly-male House of Commons erupted with laughter when Member of Parliament Margaret Mitchell stood up to talk about a committee report showing that one in ten Canadian women is physically abused by her partner.

Nobody laughs about wife-battering any more — but have

attitudes come far enough?

The incidence of such crimes is still too high, which indicates that the answer is no.

That's why 17 ministries, including MCSS, have been involved in the two recent public awareness campaigns sponsored by the Ontario government and led by the Ontario Women's Directorate (OWD).

In November, OWD spearheaded the "Wife Assault — It's A Crime" campaign during Wife Assault Prevention Month. And in May, the "Sexual Assault — It's Against the Law" campaign included a kick-off for radio ads by MCSS Minister Marion Boyd to a teenaged audience at Northern Secondary School in Toronto.

Our minister is also minister responsible for women's issues, and OWD had the mandate to co-ordinate the two campaigns, which come under the



Because wife assault usually happens at home, people tend to think of it as a family affair. But wife assault is not a private matter. **It is a crime.**

As a community we should all be concerned.

For emergency assistance or referral, call the Wife Assault Helpline, listed in the white pages of your telephone directory or call the police.

Ontario Women's Directorate
 Ontario

WIFE ASSAULT IS AGAINST THE LAW.



Shirley Hoy

initiative of preventing violence against women.

"MCSS is a key ministry in making the initiative work well because of our direct relationship with the agencies that provide the support services to victims of violence," says Shirley Hoy. Shirley was named in January to the newly-created position of Assistant Deputy Minister, Policy and Program Development: Social Assistance and Employment Opportunity with our ministry; at the same time, she continues her duties as ADM of the OWD.

In initiatives such as wife assault and sexual assault, says Shirley, there are three key areas to address: public education, services to victims and changes to the justice system that will deal with victims and perpetrators.

Last year, a considerable amount of

new funding went toward programs in communities, and crisis shelters have received major increases.

The justice system has also seen a significant change with the introduction of the federal "no means no" sexual assault law.

The November and May campaigns took aim at changing the public's conceptions — and misconceptions — about assault.

For both campaigns, the starting point has been the premise that "you will not be able to eliminate the problem unless you change attitudes," says Shirley.

"What we're saying is that we won't eliminate it until men recognize that this way of behaviour is not just unacceptable, it's a crime; it's against the law."

For that reason, both campaigns were aimed at a primarily male audience and focused on encouraging men to talk to other men about assault.

"In the past, it's been women trying to convince men, and women talking to women about the problem," observes Shirley. "What we've found is that if the only way to get at the root of this problem is to deal with attitudes, men have to talk to men." Last year's privately-sponsored White Ribbon campaign also dealt with the issue in this manner.

In one of the sexual assault TV ads, for example, we see two men driving together. The passenger smugly describes his success in "seducing" his date the night before; his friend the driver tells him "that's not what she said... You assaulted her."

Shirley says many women have told her they didn't see the ads. That's probably because the ads were strategically placed to air during sports programs such as hockey and baseball games, where the audiences would be mostly male. "Unless you watch those programs, you probably wouldn't have seen them."

Focus-group testing that was done immediately after the wife assault campaign showed encouraging results.

Against Our Will Is Against The Law.

If you're like most people, you'll look at this and think rape.

Well, think again. Because sexual assault isn't only rape. It's any unwanted act of a sexual nature imposed by one person on another.

And if you think it's always a dark alley and a violent stranger, you're wrong again.

More than half of all sexual assaults of women are committed by men they know.

It can occur on a date. Between friends. Even



between husband and wife.

So most people don't think of it as a crime. And often it goes unreported.

But attitudes must change.

Because against our will is against the law.

If your life has been affected by sexual assault, find out what can be done. Contact a sexual assault service. Or talk to someone you trust.

Men must understand that sexual assault is a crime.

Maybe then they'll think twice about it.



Ontario
Women's
Directorate

Sexual Assault Is A Crime.

"Over 80 per cent of the people interviewed after the campaign not only recalled what the message was but said the message was so strong it influenced the way they think," says Shirley. This very high percentage of recall indicates that the campaign "is going in the right direction for sure."

This year marked the sixth annual wife assault public education campaign, and it seems attitudes are finally changing. Shirley's personal view is that sexual assault is "a tougher issue to crack."

"My sense of it is that a lot of people still don't get it."

The premise of the campaign is that the woman is never to blame when an assault occurs, and she has the right to

say no to physical intimacy at any point.

"That has been very difficult to explain as I go around talking to various groups; even women themselves can't buy that," says Shirley. "In some of the groups I've talked to, they say, 'Maybe she was leading him on; maybe she really deserves it.'

"It gets into a whole area of very difficult discussions for people because we don't usually talk about personal intimate relationships in that kind of a fashion."

In fact, one of the criticisms of the campaigns — particularly from male viewers — has been that the ads seem

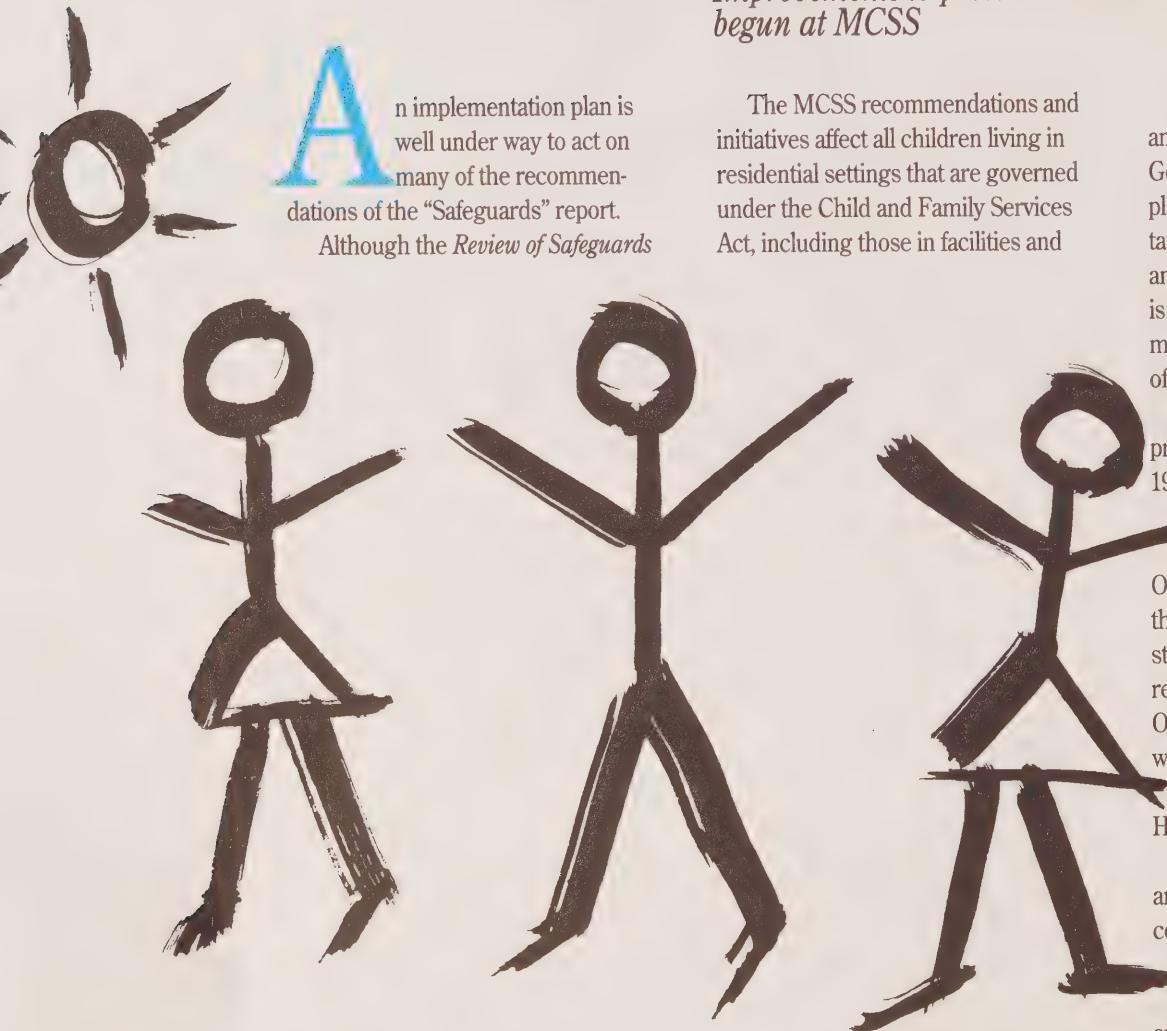
continued on page 13

Other provinces have even been using Ontario's materials in their campaigns.

by Julia Naczynski

SAFEGUARDS: AN UPDATE

Improvements to protect children's safety have already begun at MCSS



A n implementation plan is well under way to act on many of the recommendations of the "Safeguards" report. Although the *Review of Safeguards*

The MCSS recommendations and initiatives affect all children living in residential settings that are governed under the Child and Family Services Act, including those in facilities and

Other ministries such as Colleges and Universities, Education, Solicitor General and Attorney General are playing key roles in the implementation plan. "The effective prevention and management of residential abuse is something that goes beyond any one ministry. It truly requires a joint effort of all the players," says Hugh.

The Safeguards report was presented to the legislature in March 1991 and there was immediate action on several recommendations,

such as standardized Young Offender Services training, revision of the MCSS abuse investigation standards and serious occurrence reporting. In December, the MCSS Operational Co-ordination Branch, which is co-ordinating the implementation plan, assigned Hugh as the full-time project manager.

Some examples of initiatives that are in process or are already completed include: revised abuse investigation standards; specialized training programs for residential supervisors; development of a "rights" video and print material for children in residential care; a reform of the MCSS licensing system; staff screening mechanisms; enhanced advocacy systems for especially vulnerable children; greater parent/guardian awareness and involvement; and better awareness of the MCSS Child and Family Services Advocacy Office.

**The initiatives
affect all
children living
in residential
settings under
the CDSA.**

in Children's Residential Programs was produced as a response to allegations of abuse in boys' training schools, the recommendations affect a far larger population of children, says MCSS project manager Hugh Robinson. "The report and implementation plan look at the whole children's residential services system."

group homes for children identified as developmentally disabled, child welfare settings, foster homes and young offender facilities.

MCSS and the Ministry of Correctional Services (MCS) were both involved in the original report, and both continue to collaborate on their respective implementation plans.

Hugh says the success of the MCSS implementation plan to date is largely attributable to the co-operation and effort of the service provider network. Several associations, agencies and their staff associated with children's services have taken the direct lead on many of the report's recommendations. Many ministry staff have also been actively involved.

This co-operative effort was particularly evident on July 6th when more than 80 ministry and non-ministry representatives, including advocacy groups for children, attended a day-long information forum on the MCSS implementation plan. A series of updates and discussions took place and the outcome was a very definite strengthening of the network, says Hugh.

One of the key points made in the original report and an on-going challenge facing the implementation plan, says Hugh, is the need to ensure

that children who are especially vulnerable understand their rights and how to access complaint and advocacy systems.

"The legislation stipulates that all children are entitled to protection from abuse," observes Hugh, "but let's face it — some children have a tougher time than others understanding their rights and how to get help. Staff training and good staff orientation are ways to ensure that these kids get the maximum support."

The implementation plan builds on all opportunities to eliminate occurrences of abuse in residential settings and put in place effective ways of dealing with these cases when they happen. Says Hugh, "Our measurement of whether these initiatives are effective is the answer to the question: 'Will it make a difference? Are kids any safer from abuse because of this?'"

Another information forum is

continued from page 11

artificial because "men don't talk to men like that. They say 'We don't openly ask each other about our personal relationships that way and the way you portray it.'

"Well, maybe our first message to everybody is that men *should* start talking to each other about it; there's a real need to really get it out into the open."

Some of the ads have been aimed specifically at teenagers (which is why the minister kicked off the radio campaign at a high school). "With teenagers the problem is even more difficult from a number of perspectives," explains Shirley. One is that a lot of young women don't report sexual assault, especially the type that is commonly referred to as date rape; fewer than 1 per cent of incidents are reported, according to a recent study,

says Shirley. The other problem is peer pressure to be sexually active.

Shirley believes that changing attitudes about sexual assault is going to take some time. "But the positive part is that people are encouraged that we've at least raised the issue."

At a recent meeting of federal/provincial/territorial ministers of women's issues, "people have been saying that it's quite bold and courageous that you've gotten men to talk about it. We've been quite heartened by the way the public education campaign is going." Other provinces have even been using Ontario's materials in their campaigns.

As for the future, the sexual assault campaign will use many of the same materials as this year's. "We think it takes a couple of years before the message sinks in, so it doesn't make sense to change it from year to year;

UPDATE TO COME

Because of breaking developments at the time this issue of *Dialogue* was going to press, we do not have a story about MCSS Priority: Long-Term Care.

Watch for the next issue of *Dialogue* for an update on long-term care and support services. □

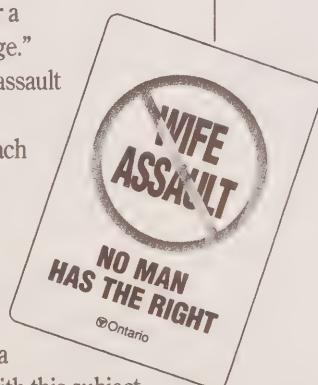
planned for January. □

If you would like more information about the MCSS Safeguards implementation plan, contact project manager Hugh Robinson by e-mail or at the Operational Co-ordination Branch, 7th floor Hepburn Block (416-325-5530). For information about the MCS implementation plan, contact Shawn Watson at 705-494-3377 (North Bay).

we want to deliver a consistent message."

With the wife assault campaign, the challenge is to reach communities in which the first language is not English. Also, in some communities, it's a struggle to deal with this subject because of cultural norms. "The male has a specific role; the head of the household, being male, has a whole set of powers and control attached to it that's hard to break down." Community and cultural organizations will be consulted for help in dealing with the cultural differences. □

Julia Naczynski is the editor of Dialogue.



by Doreen Pitkeathly

DISENTANGLEMENT: SORTING OUT OUR RESPONSIBILITIES

The result will be better services to the public

Better, simpler government is the goal of a new provincial-municipal initiative to realign the roles the province and municipalities play in providing services to the public.

The name that has been given to this reform of the provincial-municipal relationship is disentanglement. Simply put, disentanglement is an initiative by the province and the

Association of Municipalities of Ontario (AMO) to sort out which government should be responsible for what services, who will pay for those services, and who is responsible for their design and delivery. The end result, it's predicted, will be more equitable and consistent service to the public.

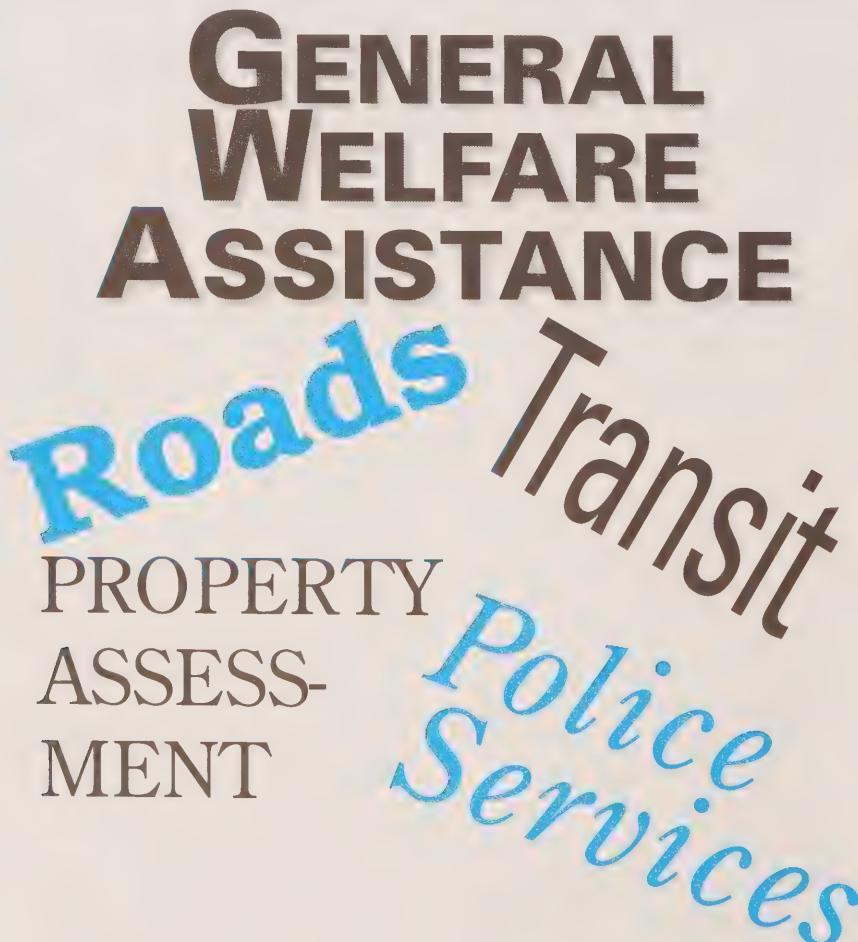
The idea grew out of studies of the relationship between the provincial and

municipal governments conducted over the past couple of years. The *Provincial-Municipal Social Services Review* (PMSSR), for example, looked at various locally-provided social services and recommended significant changes in program planning, delivery and funding. Similarly, the Hopcroft Report, from an advisory committee appointed by the Minister of Municipal Affairs and chaired by AMO representative Grant Hopcroft, recommended a major overhaul of the provincial-municipal financial relationship.

It's easy to see why disentanglement has become such a critical exercise. Over the years, services provided to the public by both levels of government have expanded. As a result, a complex web of inter-related and overlapping responsibilities between the province and municipalities has been created. Municipalities now deal with 15 different provincial ministries for funding of various community services which are provided locally.

From the public's point of view, it's hard to know who's responsible for what, which creates confusion. In addition, inefficiencies exist in service, duplications and overlap, and there is difficulty in ensuring that service is equitable and consistent across the province. From the point of view of government, strategic planning and priority-setting are difficult to carry out when the lines of responsibility are

Municipalities now deal with 15 different provincial ministries for funding of various community services.



blurred. And so the process of disentanglement has begun.

The Ministry of Community and Social Services' role in disentanglement is a significant one since many MCSS programs involve shared funding and delivery with municipalities. Minister Marion

Boyd is one of six Ontario cabinet ministers on the disentanglement steering committee, which also has six municipal representatives appointed by AMO; many MCSS staff sit on various other disentanglement committees.

While disentanglement will take place over a number of years, one of the first orders of business is to transfer full funding responsibility for allowances paid under General Welfare Assistance (GWA) to the province. That's providing that trade-offs in other programs being considered in the first phase, including roads, transit and property assessment, can be found. (Both partners have agreed that neither the province nor the municipal sector should bear a greater share of financial responsibility as a result of disentanglement.)

Many government studies — including the PMSSR and Hopcroft reports, the Social Assistance Review Committee's *Transitions* report and the two reports of the Advisory Group on New Social Assistance legislation, *Back on Track* and *Time for Action* — have advocated 100 per cent provincial funding of the cost of GWA allowances.

What is at issue in disentanglement is which program areas will receive increased municipal funding if the province takes over full funding of GWA, and how the resulting responsibilities will be implemented. To deal with those issues, to seek input and to give advice, a series of expert panels was created, one for each of the programs under review in Phase One — general welfare assistance, roads,

transit, property assessment and police services budgets.

The GWA expert panel, co-chaired by Alison Fraser, MCSS acting director of the Policy Development and

Program Design Branch (Social Assistance and Employment Opportunity

Division), and Phil Johnston, who is the social services commissioner for the Regional Municipality of Waterloo, is responsible for three main tasks:

- to develop an implementation plan for full provincial funding of GWA;
- to review other programs funded under GWA, such as supplementary aid and special assistance, and to develop options for the structure, funding and delivery of these programs; and
- to review the overall delivery system of FBA and GWA, to develop options for their delivery, and to address funding arrangements for associated administrative costs.

The panel completed the first task this summer and presented its report to the disentanglement steering committee. The remaining two tasks are expected to be completed in October and November.

Of course, a key consideration in provincial funding of social assistance is the impact such a policy decision could have on both provincial and municipal employees involved in social assistance delivery. Any negotiated funding trade-offs could also have human resource implications. Consequently, an important aspect of the disentanglement exercise is an analysis of all potential workforce impact.

A workforce impact committee — which includes union and management representation from the province and municipalities — is responsible for examining all labour relations issues affecting employees working in programs under consideration in

Phase One. Mary Kardos Burton, MCSS director of Human Resources, is a member of this committee.

The committee's mandate is to define the principles for managing workforce impacts; to identify and analyze the labour force impacts of options developed by the expert panels; and to develop workforce impact plans including specific strategies to address potential impacts.

Generally speaking, the principles embraced by disentanglement include fair and equitable treatment of employees, with a commitment to job security and salary protection, and no staff reduction as a result of disentanglement. Where there are changes to the way people do their jobs, the workforce impact committee will develop action plans to address those changes. □

A series of newsletters called Update on Disentanglement is being produced by the Provincial-Local Relations Secretariat (Ministry of Municipal Affairs). The newsletters provide more information about the disentanglement process and are available from the secretariat at 777 Bay Street, 29th Floor, Toronto M5G 1E5 (tel. 416-585-7320).

Doreen Pitkeathly is a writer with the MCSS Communications and Marketing Branch.

Many thanks to Judith Wright and Alison Fraser for their input.

Many government studies...have advocated 100 per cent provincial funding of the cost of GWA allowances.

GENERAL WELFARE ASSISTANCE

by Crista Renner

How To HELP STREET PEOPLE

Should you give money to those who ask for it? The answers from those who work with street people may surprise you

No one should
feel guilty for
not giving a
hand-out.

Canapress photo

Rushing to work in the morning, I'm stopped by three different people. They all have that same pleading look in their eyes, and they all ask me the same question. "Ma'am, do you have any spare change?" A five-dollar bill is all I have, so I say no. Once I arrive at work, I feel guilty. What if the people who approached me for money needed it to get

home, or a bite to eat?

No matter where you live — big city or small town — this has happened to you, too.

According to a recent cover story in Maclean's magazine, between 135,000 and 270,000 Canadians, through choice or fate, have no fixed address. That's one in 100 people forced to find a place to sleep every night.

John Jagt, who looks after Metro

Toronto's hostel services, offers this perspective. He says no one should feel guilty for not giving a hand-out.

"Food and shelter are readily available in Toronto," he says. Also, General Welfare Assistance rules have changed so that people without a permanent address are now eligible for welfare.

The saying that "no one has to starve to death in this country unless they choose to" really is true. Your taxes go toward the social safety net in Ontario, and your charitable donations to organizations such as the United Way help support additional efforts to help homeless people.

In addition, "there's not a need to beg," says John. Sadly, some of the people who ask for money "are trying to get enough money together to buy a bottle of booze or a fix of crack," he says. That's one reason why some people react with hostility even when you do give them some change — it's not enough.

Many of the people living on the street are victims of drug and alcohol abuse. "But don't react with hostility when someone approaches you for money," John Jagt advises. "Alcohol and crack abuse is a weakness and a disease. You can't hate them for that."

He estimates that between 200 and 300 people live on the street full-time in Toronto — Ontario's largest city and



Pan-handling has become such a commonplace sight in most communities that we hardly notice the presence of street people.

the one in which homelessness is most noticeable. The number of street people increases about five-fold during the summer months, when sleeping outdoors is an option.

Homelessness isn't restricted to large urban centres, but during tough economic times, people tend to flock to the cities to look for work. A big city also offers anonymity — or, to the hopeful, a fresh start.

Fred Hagglund of Mission Services in London agrees with John Jagt about giving money to panhandlers. Much more meaningful, he believes, would be to talk to them, or even go with them to buy a fast-food meal. "Sitting down with somebody really goes beyond a couple of bucks," he says. "It takes something extra to get to know people who don't look clean."

Fred acknowledges that people lead hectic lives and simply can't part with that most precious commodity — their time. But if you want to help, you can offer directions to a soup kitchen, food bank or hostel. "Be aware of the services provided by the agencies around your home. Go into one and ask for some business cards to distribute to people who ask for money." If people really need your money for food, they will take the card, he says; those who asked for your money for other purposes will decline the card.

John Jagt says grassroots level street patrol is as close to the problem in the street as it gets. A street patrol team — sometimes social workers, often volunteers — goes into the streets to make sure those who have chosen to live there full-time aren't hungry or cold.

One such group is Anishnawbe Street Patrol in Toronto, which was organized by Alex Jacob of Sudbury. He became involved with homelessness after his daughter died on the streets of Toronto in 1985.

"There are permanent street people who don't like shelters," Alex says.



Canapress photo

Homelessness is not a new problem, or one that is confined to Toronto, as this 1981 photo taken in Calgary demonstrates.

"Either they are afraid of disease and violence or they don't want to keep the beat to someone else's drum." Hostels can be dangerous — violence is not uncommon — and theft is a regular occurrence.

Why would anyone choose to sleep on the street? Some homeless people can't stand crowds, observes John Jagt. A hostel is a very communal environment and some individuals can't endure a group situation. It can also involve a lot of questions — some facilities use admission time as an opportunity to collect information about the people they're trying to serve — and many street people don't want the hassle.

Also, technically a stay at a hostel by people without money is viewed as an application for assistance under GWA, and there has to be some assurance that those who receive that assistance are in actual need; that's one reason why the hostel intake process may be perceived as intrusive.

Even on extremely cold winter nights, Alex says his street patrol can still find about 40 people living outside.

"It's touching to see those people on the street," Alex says. "Sometimes they remind you of someone you know."

Anishnawbe has more than 100 volunteers. Some of them go out to the streets weekly, while others do it monthly. "All it takes is once," Alex says encouragingly. "Then, when you

meet them on the street, you won't feel as bad bypassing them, because you've done your part."

He adds: "If you ever had the chance to volunteer, you would have a different perspective of what street life is all about." □

WHAT YOU CAN DO

- Giving money to street people is, ultimately, a personal decision. Use your own judgment about giving away your change. Be careful, though: keep some change handy in a pocket so you don't have to open your wallet or handbag on the street.
- One way to make sure your efforts go toward food is to give away gift certificates for meals. Many fast-food chains make these available.
- Support projects that help street people and the homeless — such as hostels, food banks and shelters — with donations of time, goods or money. □

"(Some street people) don't want to keep the beat to someone else's drum."

Crista Renner is a communications assistant with the MCSS Communications and Marketing Branch. In her research for this story, she spent an evening with street patrol volunteers in downtown Toronto.

Story by Cynthia Sykes
Photos by Allan Boehm

SERVING THOSE WHO WORK WITH TROUBLED YOUNG PEOPLE

The Institute for the study of Antisocial behaviour in Youth promotes collaboration among professionals and agencies

Violence by
youth is a
serious
problem in
Ontario.

Why do we need the Institute for the study of Antisocial behaviour in Youth?

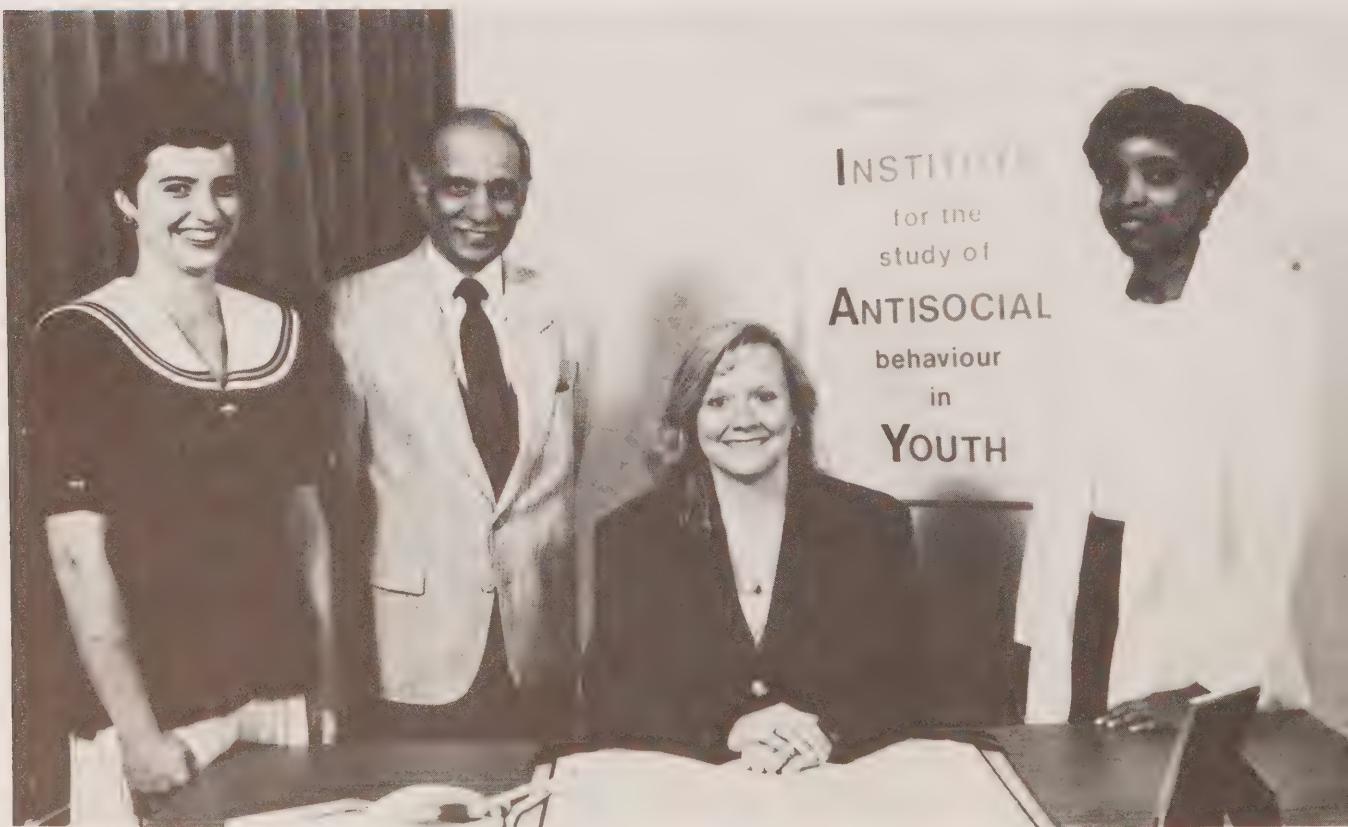
Violence by youth is a serious problem in Ontario. An estimated 100,000 youth meet the criteria for "conduct disorder" (persistent aggressive behaviour and violation of social norms).

Many of these youth will cost taxpayers hundreds of thousands of dollars in their lifetimes and cause enormous suffering to their families and victims as well as to themselves. Most of these youth are themselves victims who need help.

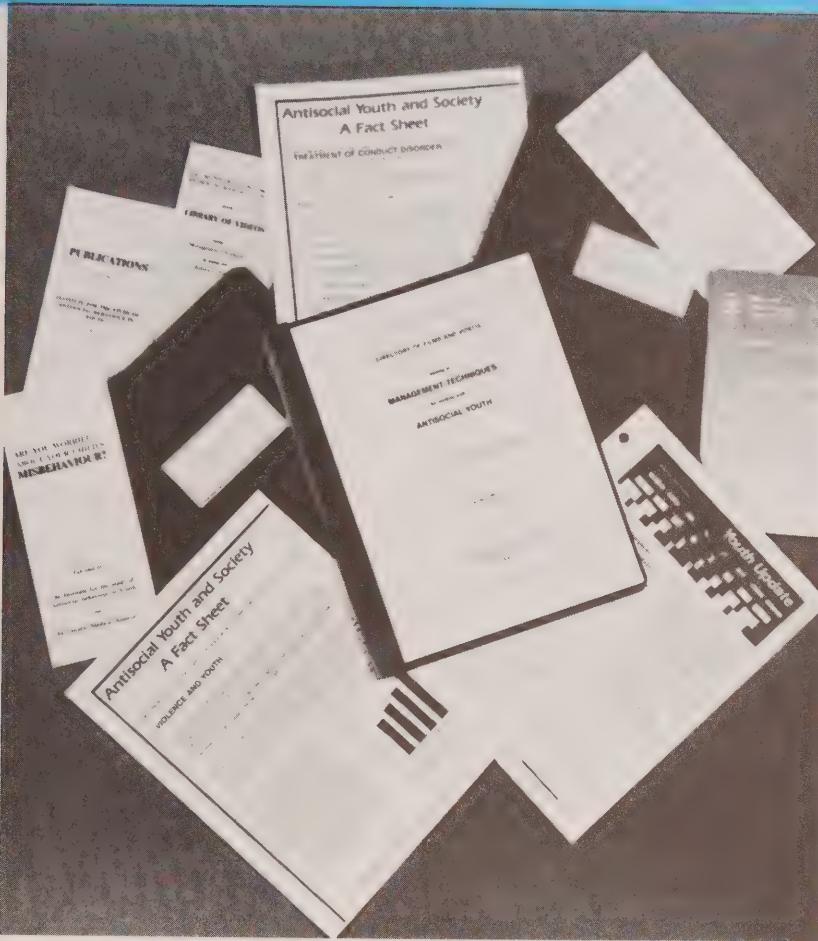
Working with children and adolescents who exhibit antisocial and violent behaviour is a very challenging

job. It is easy for clinicians, probation workers and teachers to feel isolated and overburdened at times, but there is help.

The Institute for the study of Antisocial behaviour in Youth (IAY) was established to serve agencies and professionals who work with antisocial youth. IAY also strives to improve services to antisocial youth by



From left to right, IAY assistant director Cynthia Sykes, director Jalal Shamsie, secretary Adrienne Aitchison and research assistant Hayley Hamilton do research, co-ordinate multi-agency committee projects, and distribute much-appreciated information to those who work with aggressive and antisocial youth.



promoting collaboration among agencies and by publicizing information. It's based at Thistletown Regional Centre, Etobicoke.

In this time of scarce resources it is important that organizations support each other. In October of 1990, IAY invited representatives of 22 children's mental health centres to meet and discuss ways of working together to improve services.

Today 28 Toronto-area organizations are involved, including children's aid societies, the boards of education for Etobicoke and Metropolitan Toronto, the Metro Toronto police force, MCSS Probation Services, MCSS Children's Services, Thistletown Regional Centre, C.M. Hincks Treatment Centre, Central Toronto Youth Services, the Dellcrest Children's Centre, Earlscourt Child & Family Centre, the Clarke Institute, Family Court Clinic, Kinark Child & Family Services and Youthdale Treatment Centre.

The collaborative projects are developed and steered by ongoing working committees that focus on three areas: research, clinical issues and staff development.

In addition to bringing together professionals to work on collaborative projects, the Institute spends a great deal of time disseminating information to frontline staff who work with antisocial youth.

IAY has a newsletter which is intended to keep staff informed of the latest research on antisocial behaviour in youth. *Youth Update* provides abstracts of recently-published articles that address issues such as the causes, prevention and treatment of violent behaviour. The newsletter is published three times per year and, at \$10 for an annual subscription, it's an easy and inexpensive way for people to stay in touch with innovations in this field.

IAY is currently working with the Ontario Medical Association to provide information brochures to family

physicians, general practitioners and concerned parents. IAY is also working with the Ontario Safe Schools Association to provide information and staff development resources to teachers and other school-based personnel. □

For more information about the institute or IAY-sponsored projects, please contact Cynthia Sykes, 51 Panorama Court, Etobicoke, Ont., M9V 4L8 (416) 326-0690.

Cynthia Sykes is assistant director of IAY.

HELP FROM IAY

The following publications are available FREE from IAY:

- * Violence and Youth
- * Treatment of Conduct Disorder
- * Youth with Conduct Disorder: What is to be Done?
- * The Directory of Films and Videos
- * Library of Videos
- * The Research and Program Evaluation Inventory for 1990

To subscribe to the newsletter *Youth Update* (\$10 annual subscription fee, three issues a year) call Hayley at (416) 326-0692.

In addition, videos about youth and aggression are available to anyone in Ontario for a low \$15 rental fee.

Titles include:

- * Dealing with Anger
- * Classroom Discipline
- * The Art of Setting Limits
- * Adolescent Transitions For Parents
- * Breaking Up Fights
- * Resisting Peer Pressure

Collaboration among agencies is essential if antisocial youth are to be provided with continuity of care.

WELCOME ABOARD!

Orientation — it's essential to the new employee

New employees
need enough
information to
feel adequately
equipped to do
the job.

When you began work at the Ministry of Community and Social Services, this large organization probably seemed very overwhelming for you during those first few weeks in a new job.

New employees need enough information to feel adequately equipped to do the job. The manager or supervisor of the new employee should try to be

available to that person to answer all of the questions that s/he may have.

How to Welcome Your New Employee is a guide to orientation for managers and supervisors. This guide is addressed to managers and will help managers — whether they're new to the role or old hands at it — in orientation of the new employee to the ministry. Best of all, it shows the

manager how to do it by using ministry materials that are geared to our own employees. For example, it shows how to use the Employee Orientation Checklist and the *Human Resources Guide* in the orientation process.

As either a new employee or a manager whose task it is to orient new employees, you should be aware of the orientation materials that are available for your use. Here's an outline of what's available, and what types of information you can find in these materials.

- Within the first few days of employment, employee documentation is handled. The new employee is contacted by Human Resources staff, who cover the first part of the Employee Orientation Checklist, called The Conditions of Employment. In addition to the information that Human Resources discusses with the employee, s/he also receives the materials mentioned on the Checklist (including the job description).

- The new employee receives a copy of *Hands-On*, an orientation package given to every new employee joining the ministry. It includes six modules covering basic employment information as well as information about the Ontario government, MCSS and its programs and services. The manager is also available to answer any questions.

Some regions, such as Southwest Region, have added their own module to complement the orientation package for their regional staff. Any area with MCSS has the option to do this.



- The manager is responsible for leading the new employee through the other sections of the Checklist, including The Organization, The Position and The Workplace (more about the Checklist below). The manager can refer to the *Human Resources Guide*, Section 12 - Orientation if unsure of how to proceed with this part of the orientation (contact your Human Resources office for a copy of the Guide if your workplace doesn't have one).

- If the new employee is in a supervisory position, s/he will receive a copy of *Orientation for Managers and Supervisors*, a kit from Human Resources, as well as other supervisory materials. The kit is designed to tell new managers and supervisors what they need to know in the first few weeks of assuming their new responsibilities.

The Organization is the first section of the Checklist. This involves reviewing ministry goals and values, its culture, and divisional and branch goals to give the employee a complete picture of the organization. At this point, time should be spent reviewing the *Hands-On* orientation package with the new employee to answer any questions s/he may have.

The details of the ministry's performance management process and the various steps involved need to be given to the new employee. The second section of the Checklist, called The Position, lists what's involved in performance management.

Last is making it easy for the new employee to move into the new work location. The Workplace assists the manager in doing this; it lists the various work environment and workplace requirements that need to be covered.

During the first months, meetings and personal discussions can also be arranged for the new employee to become familiar with the roles, responsibilities and expertise of colleagues with the branch or unit, as

FREE FOR THE ASKING

Whether you're thinking of a major career change or would like to assess your skills, *The New Quick Job-Hunting Map* is for you.

Sub-titled How to Create A Picture of Your Ideal Job or Next Career, this workbook is a companion to the *What Color Is Your Parachute?* career guide by Richard Nelson Bolles.

The workbook has easy-to-follow charts, checklists and fill-in-the-blank questionnaires designed to help you figure out objectively what your skills are and the kind of environment you would work best in.

This 80-page guide is available to MCSS employees for free from the Performance and Development Unit of Human Resources. A total of 1,000 copies are available.

For your copy, contact Elizabeth Valera at (416) 327-4828, or reach her on e-mail at VALERA_E. □

well as other units.

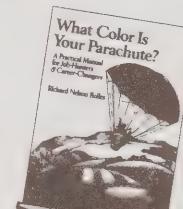
By following these guidelines, the new employee will be well under way in getting a thorough and informative orientation. Other ideas can also be used to orient and integrate new employees to provide them with a good foundation of knowledge.

Remember: the efforts made in those first few weeks of a new person's employment will be greatly appreciated by both the new employee and the organization. In a way, it's a type of customer service to our very important clients: our own people. □

Lucy Koncan is with the Performance and Development Unit of MCSS Human Resources.

The New Quick Job-Hunting Map

*The revised map from "What Color Is Your Parachute?"
for job-hunters and career-changers*



*How to Create A Picture of
Your Ideal Job or Next Career
by Richard Nelson Bolles*

All the guides, kits and materials mentioned in this story are available at the MCSS Distribution Centre. If you need copies of any of the orientation materials named, call the Distribution Centre at (416) 314-5240, or fax your request to 314-5245.

Reviewing goals and values will give the employee a complete picture of the organization.

How "GREEN" ARE YOU?

Here's a "green" checklist to see how you use the 3 Rs at work

brought to you by MCSS

Capital and
Administrative Services
Branch, Greening of
Government
Operations Project



Are you doing as much as you can to reduce, reuse and recycle at work? This checklist will give you an idea of how "green" your office procedures are. There are 26 possible "checks" on the checklist below; if you can check fewer than half, maybe you're not doing as much as you can on the "Three-Rs" front!

Paper — it's the bane of bureaucrats, and we should be doing as much as we can to reduce or eliminate the use of paper at work.



CONTAINS RECYCLED MATERIAL:

Used to show that recycled material is part of the package or product. It should also show the percentage, by weight, of recycled material.

I circulate memos, reports, etc. to co-workers by using routing slips or circulation lists. From time to time, I review the names on the routing slips and take off the names of people who no longer need this information.

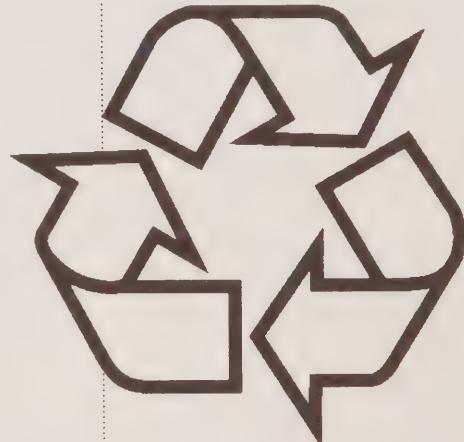
I use e-mail or the office bulletin board for memos and announcements of interest to everyone or many people.

I make all revisions to documents on my video monitor BEFORE I print a hard copy; I e-mail the "draft" document (or circulate the material on disk) for revisions by others, rather than print-outs.

I single-space the text of the final reports to save paper.

I keep letters and memos to one page whenever possible.

I print letters, memos and reports using both sides of a page (this is called double-sided printing).



THIS ITEM CAN BE RECYCLED:

Used to show the product or package is recyclable.

When I photocopy, I use both sides of the page (duplexing).

I write on both sides of lined note-pads.

I use the reusable "Multiple Use Envelopes" for inter- and intra-ministry mail (the 12-inch by 16-inch envelopes can be used up to 50 times, while the smaller 4-inch by 9-1/2-inch envelopes can be used up to 12 times).

Whenever possible, I speak personally or by telephone to someone instead of writing a letter or memo.

When I can, I make use of a central filing system instead of creating a separate file for myself, which reduces the need for extra copies of documents.

How about your shopping habits? Think about the goods you use and buy for the office.

I use the refillable kind of tape dispensers and pens instead of the throw-away ones.

I try not to buy individually-wrapped office supplies; instead, I buy the "loose" kind, such as a dozen pens in one box.

I buy goods in bulk or in concentrated form, to cut down on wasteful packaging.

I avoid the use of overpackaged goods, such as single-serving condiments (ketchup, mustard).

I make a point of asking suppliers to cut down on packaging. Where possible, I ask the supplier to provide reusable packaging.

I purchase products that have post-consumer recycled content, such as office paper and envelopes. (The goal is to have 100 per cent post-consumer recycled content.)



ENVIRONMENTAL CHOICE EcoLogo:

Used as part of a federal government program. A license is required to use the EcoLogo symbol; you may find it on oil, batteries, fine paper and plastic.

Do you reuse everything that you can? Here are some ideas you can "reuse" at work:

I use the blank back pages of discarded draft documents, letters and one-sided copies for purposes such as rough notes, photocopying, scrap paper and producing new drafts. (To prevent confusion, draw a line diagonally through the printed side and turn the page upside down and over to the blank side.)

I cut scrap paper into half or even quarters, and staple the sheets together to use as scratch pads.

I reuse old file folders by putting new labels over the old file names.

I reuse old envelopes by putting a label over the old address (when a stamp isn't needed).

I reuse old packaging material, such as foam "peanuts" when possible.

I purchase reconditioned office equipment and supplies.

And what about recycling?

I recycle as much waste as possible, including fine paper, newspaper, cardboard, plastics, cans and glass.

Although there's no Blue Box in our workplace, I take home — and encourage other employees to take home — recyclables to my own Blue Box at home.

I have approached our property manager to begin a recycling program in our workplace.

As you can see, it's not "somebody else's job" to reduce, recycle and reuse in the workplace — it begins with you. **J.N.**

by Joan Eastman

SAVING ENERGY AT SRC

When it comes down to saving pennies, \$95,000 is a mammoth amount. But saving by the penny can be the least painful way.

With an electrical bill of \$336,000 per year, Southwestern Regional Centre paid heed to warnings from Ontario Hydro that rates could increase by as much as 45 per cent over the next three years. Ontario Hydro was summoned to perform an energy audit at the centre. These free audits are offered to all households and businesses in Ontario.

What a surprise! Just installing energy-efficient light fixtures and motors, reducing water consumption, and installing timer switches to turn off lights and machinery when not needed could save about 19 cents a minute, or \$95,116 per year. Now, that's a saving!

The IMPACT Committee (Identifying and Managing Power And Conserving for Tomorrow) consisting of Ministry of Government Services and SRC staff immediately formed to implement the suggestions in the audit's 18 detailed manuals, each for a separate area of the centre. The first priority is the laundry building, with a potential saving of about \$16,000 per year.

A campaign was kicked off to involve all SRC staff in developing energy-conscious work habits and to encourage innovative ideas. The efforts of staff alone could save the centre at least another \$5,000 per year.

"You immediately associate the word 'impact' with objects coming in contact, such as a hammer driving a nail. The result will be visible and



Joan Eastman photo

Gabe Damore and Karen Sanchuk of Ontario Hydro and SRC maintenance supervisor Fred Schatz (centre) are making presentations to SRC staff to explain environmental concerns, offer tips for energy conservation and promote the centre's energy management program IMPACT.

make things change," says committee member Fred Schatz, an electrical maintenance supervisor. "IMPACT will now be associated with something a little different at SRC. However, the results will still be visible and things will change.

"Everything we do will have an impact. It's up to you if you want to have a negative impact or a positive impact by doing your part to save energy and to save the environment by reducing emissions associated with power generation." □

GOING GREEN AT MIDWESTERN

In two years, Midwestern Regional Centre has made some impressive gains on the environmental front.

Our Palmerston facility formed an environment committee in May 1990 to tackle "green" issues. The committee of eight, representing key departments at MRC, developed a mandate and a list of environmental issues to address. These included reducing the use of disposable items and chemicals, recycling paper, cans and bottles, energy conservation and staff awareness and education.

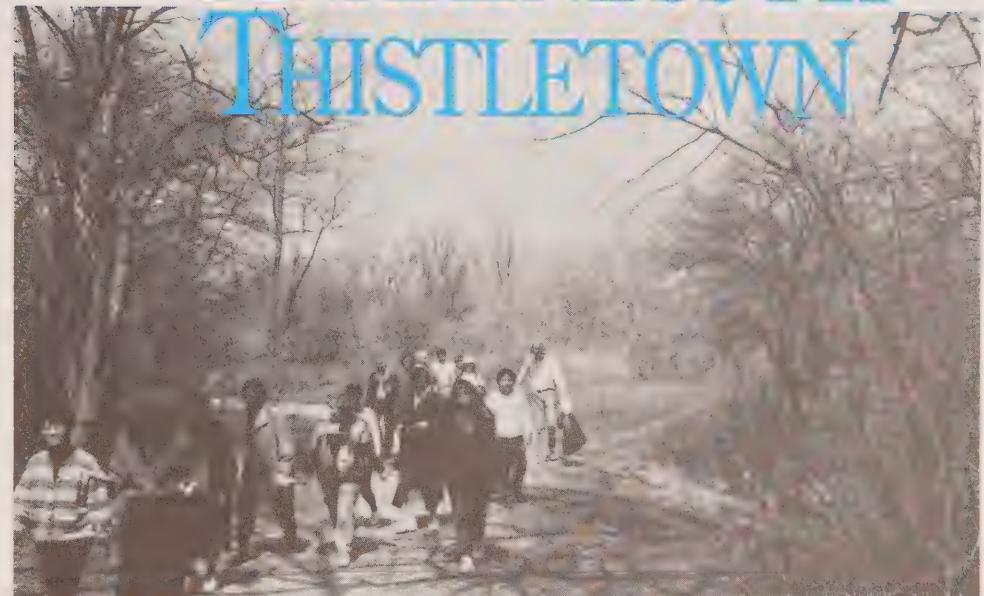
Here are just a few of the facility's "green" initiatives and accomplishments:

- * The use of polystyrene cups has been cut in half, while a Blue Box program recycles about one tonne of fine paper per year, as well as a similar amount of cans and bottles.

- * Liquid waste from the kitchen is recycled through an approved Ministry of Health process for livestock feed by local farmers.

- * Corrugated paper is recycled through the Perth recycling program; this amounts to two laundry carts-full,

EARTH-LY AWARENESS AT THISTLETOWN



Walkers enjoy the fresh air around the Thistletown grounds at the annual Earth Day walk.

To enhance and encourage Earth Day activities, inter-ministerial posters were displayed on Thistletown notice boards. □

*Ronnie Roberts and
Muriel Tomlin
Thistletown Regional Centre
Rexdale*



The MRC "Environment Concern" committee wearing green sweatshirts and holding some of the spruce trees that were planted around the facility. From left to right: Willi Mueller, Carolyn Fisher, John Hollingsworth, Bill Tout, Larry Tomlin, Wayne Martin and Charlie Creighton. (Not seen: member Brenda Pfeffer.)

Thistletown Regional Centre staff are fortunate in having beautiful grounds surrounding the campus. All the more reason, then, for staff to be environmentally aware — particularly during Earth Week.

More than 25 people participated in what has become the annual Earth Day Walk at Thistletown along the banks of the Humber River. Arthur Bickerton acted as nature guide, pointing out the flora and fauna of the area as well as some of its history.

The recreation department also organized a garbage pick-up along the way to maintain and enhance the environment.

Coincidentally, Earth Day was also Secretaries Day — what better way to enjoy the day than by getting into the fresh air!

or 200 pounds, per week.

* Weed control chemicals on lawns have been banned, and the use of chemicals by housekeeping and maintenance has been reduced by 20 per cent.

Earth Day activities at MRC included the planting of 250 white spruce trees by staff, a staff mug exchange, the purchase of an acre of rainforest through the World Wildlife Fund, a salad lunch and a draw for prizes that included bedding plants. □

*John Hollingsworth
Committee chairman
Midwestern Regional Centre
Palmerston*



Story and photo by Joan Eastman

A PLACE TO ACHIEVE SUCCESS

A workshop where serenity is part of the therapy

Some of us don't "fit the mold." In fact, most of us probably don't. That's what makes human services such a challenge.



Tending a vegetable garden is one activity for dual-diagnosis clients who participate in the Lincoln Social Therapy Workshop.

In particular, enabling a person with a background of failure to experience success is a complicated and highly specialized task. It's even tougher when that person has emotional disturbances or psychiatric disorders coupled with developmental disabilities — a condition that's called "dual diagnosis."

"If they are left on their own they'll just do simple things that don't enable them to build their skills," observes Paul Tripp, co-ordinator of a social therapy workshop for people with dual diagnosis at Southwestern Regional Centre.

People with dual diagnosis require

a very relaxed atmosphere. This tells us that the problem is not always within the individual, but sometimes within the environment.

Each person in the workshop develops her or his own range of activities so that attendance can be maintained regardless of the person's emotional state. Participants work within their capabilities on any one day.

"The activities are flexible, allowing the client to engage in meaningful work when able, but also respecting the fact that there are times when psychiatric symptoms do not allow this level of functioning," Paul explains.

Participants inevitably select personal preferences at which they are unlikely to fail. From a caregiver's viewpoint, success is easier to achieve when motivation is considered to be a greater goal than productivity.

As in life, of equal importance in the workshop are education, vocation, recreation and socialization.

The physical setting of the Lincoln Social Therapy Workshop is structured for privacy as well as co-operation and socialization. When in their individual areas and working alone, a problem seldom occurs. But when in a group, participants are sometimes uncertain of how to act together.

When a client exhibits severe aggression or infringes upon another's rights, he or she is sent to a quiet area to think about what happened and to receive counselling concerning the inappropriate behaviour.

"You must make them responsible for their actions and understand the logical consequences," Paul explains. "The ultimate success for us as professionals is for a client to realize when they are becoming agitated and go, on their own, to the quiet area."

The Lincoln Social Therapy Workshop gives the individual attention, flexibility and air of calm that are needed to help people with dual diagnosis progress and eventually to function in a less structured environment.

In the workshop's two-year history, only one person has moved on to another workshop, but this doesn't indicate shortcomings or failure. "Sometimes people misinterpret success," Paul notes. "This is not a factory; it takes two or three years for clients to achieve what I would like to see."

The program's chances of success are bolstered by involving all people associated with the individual in order to continue the therapy with consistency through the day, every day.

"We are still developing new ideas in an attempt to meet the ever-changing needs of people with dual diagnosis," says Paul. "Our wide range of clients requires a wide range of therapies and services." □

Joan Eastman is an information officer at Southwestern Regional Centre.

CULTURE IN CUSTODY

Is THERE LIFE BEYOND ROCK AND RAP?

Kids at Arrell Youth Centre in Hamilton know there is, thanks to an innovative program organized by two probation officers to introduce young offenders to the creative arts.

A highlight of the program was a performance by a string quartet recently in the gym at Arrell. The concert, called Culture In Custody, introduced the rapt young audience to classics by Mozart, Handel, Bach and Beethoven.

"We decided to do this so the kids will know that there is music other than rap," says Michael Adkins, creative programmer at Arrell who developed the program in partnership with recreation co-ordinator Angelo Mosca.

The concert by the string quartet Panache was preceded by a visit from one of the violinists, Carmen Nemeth, who explained a bit about the history of the violin before demonstrating its many musical capabilities. After telling the kids that her concert-calibre violin was worth \$30,000, she asked if anyone wanted to try it out. There weren't any takers, but, said Angelo, "the kids were impressed that she would let them handle it. That's a big deal for kids like these."

Besides musicians, other creative artists came to explain the intricacies of their specialties and give the young offenders an opportunity to try their



Arrell staff (standing) Michael Adkins and Angelo Mosca watch warm-up by string quartet Panache players Sonia Visanthe, Carmen Nemeth, Terry Ball and Laura Jones.

own skills. An artist began development of a large mural that has been completed by the young offenders themselves; it will be going on display at the facility when it's finished. The kids have also tried out sculpture, oil painting, plasterwork and sketching, among other media.

Much of this activity has been paid for through the Creative Artist In School (CAIS) program, which is sponsored by the Ontario Arts Council, explains Angelo. Because Arrell is recognized as an educational facility (teachers conduct regular classroom work for those in custody), it qualifies

for the program. Artists interested in educating young people in the arts can apply for a grant for conducting the workshops.

For the artists, it's a lesson in audience development. "It's a different venue for me," acknowledges violinist Carmen Nemeth. "I was curious to see how these kids would react" to classical music.

Those who attended Panache's concert were attentive and polite.

They included young people who are spending time in custody facilities and group homes in the Southwest Region. □

Story and photo by Julia Naczynski

THEY KNOW THEY'RE APPRECIATED

En even when you enjoy your job and know you do it well, it's nice to know that your co-workers appreciate your efforts.

That was the premise behind Staff Appreciation Week for Hamilton Area Office employees, which included the staff in the local offices in Brantford, Niagara Region (St. Catharines, Niagara Falls and Welland) as well as Arrell Youth

Centre and probation offices.

Sponsored by Hamilton's Area Management Team and OPSEU Locals 211, 222 and 219 and organized by the area Employee Relations Committee, it was a week of special events and festivities that brought new meaning to the word "camaraderie" for the Hamilton and local offices.

The events took place during the week of June 22 — which

coincidentally was the week after federally-sponsored Public Service Week, recognizing the work done by federal government employees. The principle was the same: show people, through words and action, that you appreciate their efforts.

Here are some of the ways the offices celebrated Staff Appreciation Week:

In Hamilton, OPSEU president Fred Upshaw visited the staff on the 6th floor. All staff were invited to sign the "Thank-You Wall" located on each floor and the staff train "We're Pulling Together" on the 6th floor. Lunches were held as well as a strawberry social and a professional development day draw.

In Brantford there was coffee and doughnuts and a Secret Buddy draw, as well as a professional development day.

Niagara Falls staff made it "Warm Fuzzies Week" — they drew the name of a secret pal to appreciate during the week. Staff contributed to the "Our Gang, Then and Now" collection of photos as well as a Looney Tunes professional development day and draw. The week wrapped up with a luncheon and draw.

Welland had goodie trays all

week, a staff barbecue/meeting, a lottery and a draw for a professional development day. Mystery prizes were donated by union representatives.

St. Catharines hosted a Mexican potluck lunch and piñata, a "Wall of Recognition" and was visited by Deputy Minister Charles Pascal, who presented gifts to Quarter Century Club members Roberta Randell, Alice Dupuch, Gerry Jackson and John Carson. Also recognized was VRS counsellor Desa Boric, who had been given a "Breaking the Barrier" award by the Niagara Centre for Independent Living during Access Awareness Week. Staff in the Long Term Care offices in Niagara Region were invited to attend the day.

Tributes were also paid to Quarter Century Club members in Hamilton, Brantford and Niagara areas. □

If your office or facility would like to know how to organize your own staff appreciation event, contact Dominic Spadafora in the Hamilton Area Office (416-521-7827) or Ron Ryerse, Local 222 steward and co-chair of the Hamilton Area Employee Relations Committee (416-521-7368).



Roberta Randell receives her Quarter Century plaque and congratulations from Deputy Minister Charles Pascal, as Hamilton Area manager Don Cornish looks on. The deputy's visit to St. Catharines was part of Staff Appreciation Week in the Hamilton area.

A NEW HOME IN WELLAND

Although it's been nearly a year since our Welland Local Office moved to spacious new quarters, memories of the old location linger on.

Putting it tactfully, the old site on Division Street had more character than convenience. (A former apartment building, an exterior wall displayed one of Welland's famous scenic murals.)

Because there was almost no storage space, staff had file boxes stacked along the walls and under their desks. "We even put stuff in the bathtub of what used to be a bathroom," says Cherie Race, who was probation secretary.

Lise Tessier, VRS secretary and FBA clerical staffer, used to sit at a desk that, because of the limited space, was located beneath a staircase. "The noise of people going up and down all day..." she says, shaking her head and smiling.

Sure, they can laugh about it now, but until last October there were more than 20 staff

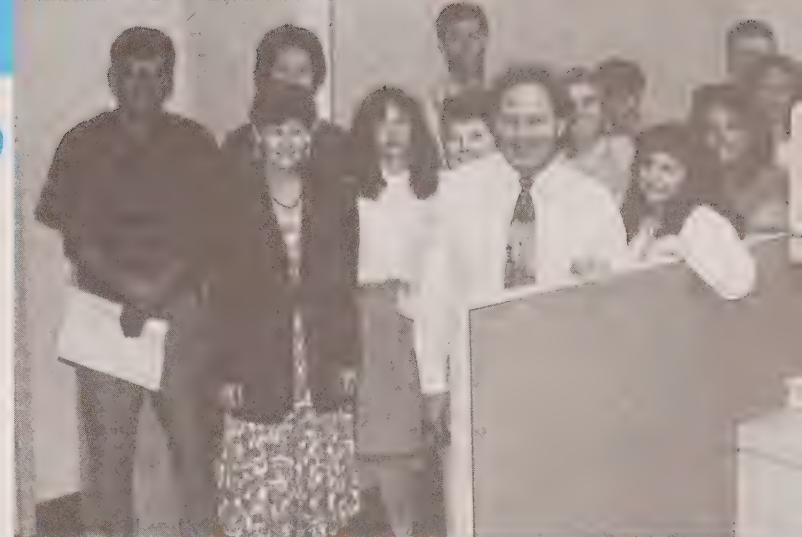
squeezed into a space that originally housed eight back in 1976 when John Poch was the supervisor.

"We're office-proud now," says supervisor Gary Norris of the new premises on the second floor of 3 Cross Street, which has a lovely view of the canal and the courthouse in downtown Welland.

"It's really done wonders for staff morale," says Sharon Riley, who divides supervisory duties between Welland and nearby Niagara Falls.

The accessible building has an elevator and automatic door to the reception area, which is separate from the office space. There are four interview rooms and a boardroom, workstations or offices for each staff member, a file room with space to spare, an accessible washroom, a lunch room and an up-to-date telephone system. All workstations are wired for future DEC installations.

Thanks to the availability of the boardroom, the local office has been able to host inter-



The new Welland Local Office has room to spare, as supervisor Gary Norris (in foreground) and staff can attest.

agency meetings and meetings with such groups as the regional municipality, the association for community living and federal government representatives. "It's really raised the profile of the local office, and I think it has made a difference to the community," says Gary. And clients of Vocational Rehabilitation Services can now attend appointments with ease, thanks to the building's accessibility. "It's much more dignified," says VRS counsellor Desa Boric.

The office move was accomplished in one day — an especially long day for Gary in

particular. He was in the elevator of the new building when it decided it had had enough of carrying furniture and boxes. Gary was trapped in the elevator for 90 minutes while a repair crew was called. "A pleasant experience, I can assure you," he says wryly. "Just me, four walls and 24 boxes of files!"

The building also houses two other government offices, Family Court as well as Ontario Provincial Court (Fines Division) which are part of the Ministry of the Attorney General. —J.N. □

THE MOST IMPORTANT MEAL OF THE DAY...

It was early to bed and very early to rise for the MCSS Algoma District Management Team recently when they planned, prepared and served a special appreciation breakfast for about 70 front-line staff from vocational rehabilitation services, income maintenance, probation, administration, systems and the Sault Observation and Detention Home.

The event, intended to recognize and "pamper" staff for their hard work and dedication, was just one of the efforts of management to assist staff in

injecting some fun and informality into the workplace.

While a team of master chefs under the leadership of district manager David Zuccato prepared a menu of pancakes and sausages, another team personally served staff at their tables.

To ensure that all staff had the opportunity to participate, a team of managers remained on site at the ministry offices to guarantee that client service was not disrupted. Indications are that their task was much easier than that of their peers, who scurried about the kitchen and

dining area of the Masonic Temple, answering the call of the probation services' dinner bell and tending to the needs of several correctional officers who arrived in pyjamas — with teddy bears and toys in tow.

All indications were that the event was very successful and appreciated by the staff in attendance. The morning was a lot of fun for all involved, and the challenge is out to staff to keep up the "morale momentum" — and to reciprocate in the very near future. □

*Debbie Mills
Probation Officer
Elliot Lake*



Staff from the Sault Ste. Marie Observation and Detention Home showed up in "evening attire" for a staff appreciation breakfast hosted by the Algoma District Management Team.

SEARCH AND RESCUE COMES THROUGH IN A CRISIS

Story and photo by Susan Best

Teamwork at every level throughout the centre — that's what it takes for an effective search and rescue operation.

The Search and Rescue Team at Rideau Regional Centre was first formed in 1975 and



RRC administrator Wynn Turner with Deputy OPP Commissioner P.J. Campbell and search master Tom Whitney

since that time has operated as an active resource to RRC and to the surrounding communities. Its importance to the community was recently

underscored when the team received a Commissioner's Citation from the Ontario Provincial Police (OPP).

This award was presented for the team's outstanding community service and assistance with searches for

missing people in communities around the Smiths Falls area.

Although the team is comprised of 31 staff members, team co-ordinators John McConnell and Tom Whitney say that non-members indirectly play a critical role in the team's work: without the help of staff who carry out internal searches, and who cover off work while team members are taking part in search and rescue exercises, it would be almost impossible to

run an effective search.

The only qualification required of the men and women who join the team is a sense of commitment to the procedures used to locate a missing resident or person, and a willingness to be an active team member.

Exercises are held on the grounds of RRC, at Grippen Lake Camp and various other locations in eastern Ontario. These sessions help to keep members actively involved in search and rescue procedures.

Everyone is given an opportunity to play different roles during the exercises, and some of the most valuable time is spent after an exercise, when team members get together to discuss the session and come up with new or different search techniques. More formal training is also provided in cardiopulmonary resuscitation (CPR), first aid, compass reading, map use, water safety and radio communications.

Enthusiasm is in ready supply with this group. "We can expect a response rate of about

80 per cent by team members to a telephone fan-out, regardless of nights, holidays or whatever," says Tom Whitney. Attendance at monthly training sessions is always high.

Both Tom and John say that the team members feel that without the support of Administration at the centre, and the help of staff who carry out extremely thorough internal searches and provide back-up, they would not be able to run such an effective search and rescue operation. The co-operation and collaboration between the team and the OPP has proved invaluable on many occasions.

It just goes to show that Search and Rescue really is a team effort — at every level.

Susan Best is communications co-ordinator at Rideau Regional Centre in Smiths Falls.

Editor's note: The Prince Edward Heights Search and Rescue Team also received a Commissioner's Citation recently. OPP Commissioner Tom O'Grady presented the award on behalf of OPP District #9 to PEH search and rescue co-ordinator John Healey and facility administrator Fred Koch. □

THREE CHEERS FOR
three Rideau Regional Centre swimmers who participated in the "Swim for Heart" fundraising event held at the RRC pool to benefit the Heart and Stroke Foundation. Debbie Donaldson completed 60 1/2 lengths, Glen Snider 59 1/3 lengths and Albert Gregson completed 42 1/4 lengths. Amazingly, each of these swimmers finished their

lengths in a 30-minute time period! (The very thought makes you want to lie down and rest.) A total of \$1,195 was pledged, with most of that from Rideau staff. From left to right, swimmers Albert and Debbie with Rideau's Swim for Heart co-ordinator Joyce Paul, foundation chapter president Gerald Lewis, swimmer Glen and foundation special events chair Lawrence Amyotte. □



UNE BONNE FÊTE IN OTTAWA

by Marc Bernier

What is the Festival franco-ontarien?

It is an annual one-week event that takes place in Ottawa and attracts more than 800,000 people. It is a celebration of the French language, arts and culture. Numerous artists from all over the world meet in Ottawa and perform for the visitors. Performers at this year's festival included Jean-Pierre Ferland et Robert Charlebois (Québec), Maurane (Belgium) and the Franco-Ontarian trio Paquette, Aymar, Demers.

For the fourth consecutive year, the Government of Ontario promoted its French language services at the Festival franco-ontarien. The 22 participating ministries shared space under Place de l'Ontario's "big top" tent at Major's Hill Park, near the Parliament Buildings. Place de l'Ontario became, between June 19 and June 24, an encyclopedia of information on French language services.

Once again, MCSS was present. This year, MCSS, Labour and Health joined forces to promote "La santé au travail et

dans la communauté" (health in the workplace and in the community) which was the team slogan.

A True or False Bag Game Quiz was created to attract visitors, to inform them and to have some fun. The rules were very simple. The players had to roll gigantic dice to determine a category of question. All questions were true or false and covered health, labour or community and social service topics.

"One-third of the child care centres in Ontario are located in private homes! True or false?" asked the animator/host. The answer is False; one-third of child care centres in Ontario are school-based.

The correct answer to a question provided a chance for the player to throw bags in a box to accumulate points. The first player to reach 300 points won, and winners got a chance to win an official t-shirt of the Festival franco-ontarien.

Despite the unseasonable weather, more than 18,000 people visited the exhibition on



The Government of Ontario's "big top" was popular at the Festival franco-ontarien — besides its many other attractions, it provided shelter from the rain for visitors.

Jean-Marc Gladu photo

the first day of the event alone. Grouping all the ministries together under a big top resulted in two positive points: the big top was the only rain shelter on the site (and it rained five days out of six!), and it gave the ministries a stronger presence.

MCSS staff, who volunteered their time, came mostly from the Ottawa offices. Among those staffing our display were Lise Deslauriers, Renald Mailhot and Michel Lacroix from the Community Support Services/Ottawa Area Office, Colombe Lalande and Jocelyne Beauchamp from the Operations

Division, Ottawa Area Office and Marc Bernier from the Communications and Marketing Branch in Toronto.

Staff answered questions, distributed publications, tidied the exhibit and hosted the quiz game. Their enthusiasm and high spirits contributed a great deal to the success of the event. □

*Marc Bernier
Customer Service/Inquiries
Communications and Marketing
Branch*

Congratulations to the 26 staff in probation services who recently graduated from the Probation Officer II certificate program that was offered through York University's Centre for Continuing Education. Seen in the photo are new grads (front row) Pauline Irving-Wynia, St. Catharines; Kathy Giroux, Ottawa; Michelle Perrow, Mississauga; and guest speaker Lynne Bullard, director of Operational Co-ordination Branch. In the back row are: Ralph Cotter, Waterloo; Dr. Sid Olyan; David Noble, North

York; Jean Gauthier, Waterloo; Roy Reid, North York; Robert Levy, North York; and Linda Knoblauch, Waterloo. The other graduates were Paul A. Bate, Jacqueline Block, Michael Cicchini, Stephen P. Fox, Catherine Garacci, Line Guillemette, Matthew T. Hurd, Angela James, Peter Legros, Lisa McBride, Karen McGibbon, Crystalia Papatzanakis, Margie Poirier, Bruce Renouf, Gina F. Tarantino, Marc G. Turgeon and Terry D. Walker. □



Brian Pickell photo

"SURVEY SAYS...": AN UPDATE ON OUR READER'S SURVEY

Many thanks to those who took the time to send in the Reader's Survey in the Spring issue of *Dialogue* to offer us their comments, criticism and suggestions.

The response was not as great as we hoped, so there will be a follow-up in the form of a random telephone survey that we hope will reach people who didn't respond to the survey, as well as people who may not read *Dialogue*.

Of special interest were the responses to the survey's Question 9, which asked readers to indicate the kinds of stories and news they are most interested in reading (and to rate their top three choices). This information will help us plan future issues and themes for issues.

The most popular topic and the one which was chosen as Number 1 and Number 2 the most often was "new or innovative programs and services that the ministry funds or directly provides."

"General workplace issues (combining work and family, "greening" of the workplace, etc.)" was the second most popular topic. Tying for third most favoured topics were: "stories about ministry employees on the job (A Day in the Life)," "employee benefits, pension and specific aspects of being an MCSS-government employee" and "stories about the ministry's goals and objectives (Corporate Plan, Multi-Year Plan)".

Question 10 asked if any one story in a recent issue of *Dialogue* stands out in memory. The most frequently-mentioned story (where

people gave a specific story — not everyone answered the question) was "Happy Fridays a hit at MCSS" (Winter 1992), about compressed work week arrangements. Also frequently mentioned was "Survivors in the workplace" in the same issue. Just as frequently mentioned was "Safe and secure" (Spring 1992), about the design and furnishing of Arrell Youth Centre in Hamilton.

Some numbers from our survey respondents. The size of *Dialogue* is "about right" for 78 per cent of those who answered the survey, as well as the length of feature stories and the number of photos per page. About 70 per cent who responded said they both "Scan it quickly" and "save it to read later."

Some 44 per cent of those who returned the survey said they recycle their copies of *Dialogue*, while 28 per cent said they like to keep theirs on file and almost 18 per cent didn't know they could.

Of those who indicated where they

work (not all respondents answered every question, so answers didn't add up to 100 per cent), 28 per cent were at Queen's Park, 23 per cent were in area offices, 16 per cent were in

facilities, 14 per cent in local offices and the rest were divided among probation offices, district and satellite offices or non-ministry employees.

Almost 80 per cent of those who answered the question said they were "not surprised" that *Dialogue* is an award-winning publication.

Most of the comments were of the "keep up the good work" variety. We'll do our best to act upon the story ideas that were suggested. —J.N.

IN MEMORIAM: Neville Daniels

Neville Daniels passed away on July 24 following a short illness. Neville was a manager with the Comprehensive Audit and Review Branch and was with the ministry for more than 20 years. In that time, he made many significant contributions to the ministry.

Neville leaves behind many close friends and colleagues. His friends will remember him for his compassion, sense of humour and sincere thoughtful counsel. He will be deeply missed.



Neville Daniels

CAZON
SM
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Dialogue

VOLUME 16, NUMBER 1, WINTER 1993



A DAY IN THE LIFE OF MCSS: OUR STORY IN PHOTOS

Also: Coping with surplus at Northwestern • Oxford cleans up

• Operations Design Project wants your ideas • Doing business more effectively with EROs

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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AWARDS FOR OPSERS

service, professional achievement, innovation and valuing people.

The nomination form will be available in the spring and should be filled out and submitted by July 1. For more information, contact Amethyst Award, Ontario Honours and Awards, 15th floor, 77 Bloor Street West, Toronto M7A 2R9 (Tel. 416-314-7526).

The amethyst, by the way, is the official gemstone of Ontario.



OUTSTANDING STUDENT NAMED

Christopher Burbidge, the son of a Kingston program supervisor, was the male recipient of the W.G. Davis Student Award this year.

The \$1,000 award, established in 1985, is given annually to a male and a female student who are children of Ontario government employees. The recipients are the two students who best combine academic excellence with physical fitness, volunteer work and involvement in their community.

Christopher is valedictorian of his graduating class at Ernestown Secondary School in Odessa. He is the



son of Peter Burbidge. Peter is usually with Kingston's Community Services Unit but is currently a member of the Operations Design Review project (see page 32).

Christopher has been accepted into the five-year architecture program at the University of Waterloo. He received the award from the person for whom it is named — Bill Davis, the former premier of Ontario. The award is supported by voluntary donations from the employees of the Ontario government and its Crown agencies.

Bill Davis and award winner Christopher Burbidge.



OUR COVER and THEME and THANKS:

We hope you'll consider this issue of *Dialogue* a "keeper" because it's a very special edition.

It's the story of "A Day in the Life of MCSS" as shown in photographs taken by our own staff.

In September, *Dialogue* contacted about 50 ministry staff around the province asking if they would be willing to participate in this issue of *Dialogue* by becoming a *Dialogue* photographer for a day — Monday, October 5th, to be exact. The idea was that they'd take photos of their colleagues going about their business, so we could show a typical "day in the life of MCSS."

The response was far greater than we hoped — if people weren't able to take the photos themselves, they found someone who would. Almost all the photos for this feature were taken by our own staff. The results fill more than half the pages of this issue.

We hope you'll enjoy seeing what your colleagues and counterparts in other areas of the province were doing on this particular day.

Our photographers, whom *Dialogue* thanks with gratitude, were:

Gayle Barr, *Executive Assistant/Planning Officer, Kingston Area Office*

Susan Best, *Communications Co-ordinator, Rideau Regional Centre/Smiths Falls*

Gordon Boyd, *Regional Training Officer, Southeast Region/Ottawa*

Donna Brum, *Local Administrator's Secretary, Pembroke Local Office*

Greg Clayton, *Co-ordinator of Staff Training and Development, D'Arcy Place/Cobourg*

Dolores Creedon, *Executive Assistant, Sault Ste. Marie Regional Office*

Connie Dion, *Income Maintenance Officer, St. Catharines Local Office*

Joan Eastman Fortin, *Information Officer, Southwestern Regional Centre/Cedar Springs*

Deana Fairfield, *Income Maintenance Secretary, Kenora/Rainy River District Office*

Jim Fitzpatrick, *Human Resources Manager, Thunder Bay Area Office*

Beverley Ann Glass, *Secretary to the Area Manager, London Area Office*

Wendy Grace, *Audio-Visual Co-ordinator, Huronia Regional Centre/Orillia*

Sandra Hunt, *Senior finance Officer/acting, Southwest Regional Office/London*

Chris Klemens, *Direct Services Secretary, Hamilton Area Office*

Eric Lawson, *Probation Supervisor, Kingston*

Elaine Lynch, *Community Relations, Northwestern Regional Centre/Thunder Bay*

Orlando Maloney, *Income Maintenance Officer, Southwest (Toronto) Local Office*

Cheryl Martin, *Familyhome*

Program Worker, Oxford Regional Centre/Woodstock

Pat McBain, Executive Officer, North Bay Area Office

Joan McCorquodale, Office Services Supervisor, Belleville Local Office

Cate Melito, Community Development Co-ordinator, London LTC Area Office

Holly Olexy, Income Maintenance Officer, Welland Local Office

Lorraine Palmer, Income Maintenance Officer, Brantford Local Office

Janet Powell, Secretary, Vocational Rehabilitation Services, Hamilton VRS Office

Jack Reid, Wellness and Lifestyle Programs Manager, Adult Occupational Centre, Edgar

Norm Sneddon, Recreation Services Manager, Muskoka Centre/Gravenhurst

Don Smith, Audio Visual Program Resource Manager, Thistletown Regional Centre/Oakville & Rexdale

Doug Sutherland, Medical Illustrator, CPRI/London

Mike Tomchak, Direct Services Manager, Mississauga Area Office

Mike Valcourt, Placement Co-ordinator, Peterborough Area Office

Jane Van Buskirk, Finance and Administration Secretary, Windsor Area Office

Doug Winter, Program Services Manager, Project D.A.R.E., South River

Thanks also to other people who helped:

Bill Beauchamp, London Area Office

Alan Clark, Southwest Regional Office

Sheila Gordon, Windsor Area Office

Joanne Hearst, D'Arcy Place

Jo-Ann Hunt, Mississauga Area Office

Brian Low, Adult Occupational Centre and Huronia Regional Centre

Sandy McPhail, Southwest Regional Office

Gary Norris, Welland Local Office

Joan Nishimura, Thunder Bay Area Office

Helen Rusher, London LTC Office

Linda Vukovich, Hamilton Area Office

Judith Dunne and Suzanne Meyer, Ottawa

Our cover photo shows a typical visit by program advisor Christine Brooks of the Child Care Unit in Ottawa. On October 5th, she spent part of her morning at Glebe Parents Day Care, observing early childhood educator Jocelyn Favreau and the preschoolers at the centre — and at some points, getting into the action. Photo by Terry McEvoy/Canapress Photo Service. — *Julia Naczynski, Editor*

FROM THE MINISTER'S DESK



MCSS Minister Marion Boyd

The photos in this issue of *Dialogue*, which show A Day in the Life of MCSS, make a special point. They prove that the people of this ministry do work that serves real people, not just statistics. The old clichés are true: the camera doesn't lie, and a picture is worth a thousand words.

When I spoke to the government's Standing Committee on Estimates on October 6, I emphasized how essential it is to base any look at our 1992/93

expenditures on a clear understanding of how our budget meets the real needs of vulnerable people in our society. This ministry's current annual budget of \$9.57 billion covers services to thousands of real men, women and children. I only wish this issue's photos could have accompanied my presentation to the committee.

As I pointed out on October 6, our task over the coming months is daunting. In the past, we could create the illusion of providing services by pumping in more money to paper over the cracks. But today, whether we are considering welfare, young offenders, child care programs or any other area of service, we have to face the fact that we have yet to achieve systems which work as effectively as we would like and meet people's needs.

The challenge facing MCSS is not *whether* we can continue to provide programs and services, but *how* to do it. We need to provide a level of social services that is not only acceptable to people but also an affordable and wise investment in our economy.

We depend upon the dedication and heroic work of our community partners and ministry staff, but the level of need rises continually rising and it is becoming harder to meet the demand.

So what is the solution?

I would like to update you on some of the strategies for creating systems that work.

As I told the committee, the ministry must provide more consistent and clear guidelines for service provision.

We must work with our social service partners to restructure social services so they reflect a true network of interdependent agencies and organizations. This network ideally would work together in an environment of sharing, consensus-building, problem-solving and conflict resolution.

We must encourage partnerships among service planners and providers, figure out what our common values and goals are, and create a more rigorous framework of accountability. Such partnerships will make better use of scarce resources, unite strategic directions, and make use of people's expertise. They'll seek to create the mechanisms we need to better integrate and co-ordinate services within or across service sectors.

We need to shift our emphasis so that our efforts are based on people's actual needs and abilities. We need to develop more rigorous ways of evaluating the programs and services we offer so we can be sure they're working.

We must listen to those who speak for people who can't speak on their own behalf.

We must tear down inter-ministerial walls which get in the way of needed reform.

And we must understand that empowering people means that they are not clients we "own" for purposes of protecting the historical mandate of a ministry or agency.

I assured the committee that we would continue to reinforce the following principles:

* The need for tough-minded fiscal constraint and shared responsibility to do business differently. This means being innovative. To achieve the kind of co-operation we need in order to succeed, many communities are more willing to establish their priorities and to begin the kind of innovative restructuring that puts scarce resources to the best use.

* The need for inter-agency partnerships. Individual service providers will have to make the switch from planning and managing within the context of their own roles and delivery methods to more broadly-defined client needs, and accountability-driven outcomes and standards.

* Responsiveness to community need. More local decision-making must ensure more responsive and streamlined approaches, along with better planning, co-ordination, and management of services.

* The need for new funding arrangements. Current funding arrangements don't encourage

agencies to work together to enhance effectiveness or efficiency. Funding decisions are also not well-linked to planning.

* The need to re-invest in prevention and early intervention. There has been too little emphasis on prevention and promotion in the system up until now.

The Fall 1992 issue of *Dialogue* highlighted the five priorities I see for this ministry. Our commitment to them remains strong, even though the province, including its government, are in tough economic times. The times have been made even tougher by federal decisions that limit funds to Ontario.

I'd like to name the Five Priorities again, which include our commitments to:

- * reform of the social assistance system;
- * reform of child care;
- * working with the Ministers of Health and Citizenship on the redirection of long-term care and eventually linking with services to people with developmental disabilities;
- * promoting and improving programs that eradicate violence against women, children and the vulnerable;
- * integrating services for children and youth.

Since last January, Deputy Minister Charles Pascal and I have been

meeting informally with community members involved in social services to discuss ways of charting the course. This exercise, which we have called Tables of Diversity, has been important on two levels. First, it is a useful forum for the exchange of ideas and information; and second, it has brought together people of widely differing backgrounds and interests to address issues relevant to the ministry and their own communities.

As we work with our community partners to build an effective social services system, we will all experience some of the inevitable pain and difficulty that comes with choices and change. I know that each of you has already seen the painful face of these choices in your communities. But I'm equally certain that our efforts will result in a vastly improved and fiscally-responsible system.

It's going to be difficult getting from here to there. We're all going to have to work together to ensure that our choices do not overlook the most vulnerable members of our society.

But the social services in Ontario have a strong commitment to meeting challenges and to co-operation. I'm optimistic that this ministry and our staff, and all our partners in communities across the province, can meet the challenges of these times, too.

A DAY IN THE LIFE OF MCSS

Monday, October 5th, 1992

▼ **8 a.m., OAKVILLE** — Groundskeeper Frank Grasso and Carlos Suarez clean up branches from a dead tree they've been cutting down on the grounds of Thistletown Regional Centre.

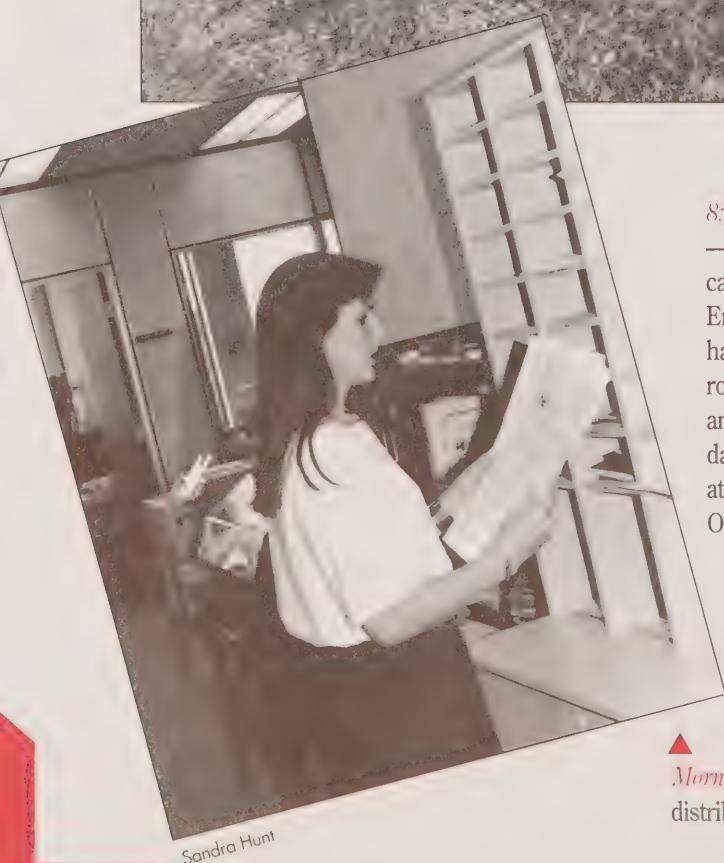
Don Smith



▲ **8:30 a.m., KENORA**

— Northern caseworker Grant Erickson already has his sleeves rolled up in anticipation of a busy day working on grants at the Kenora District Office.

Deana Fairfield



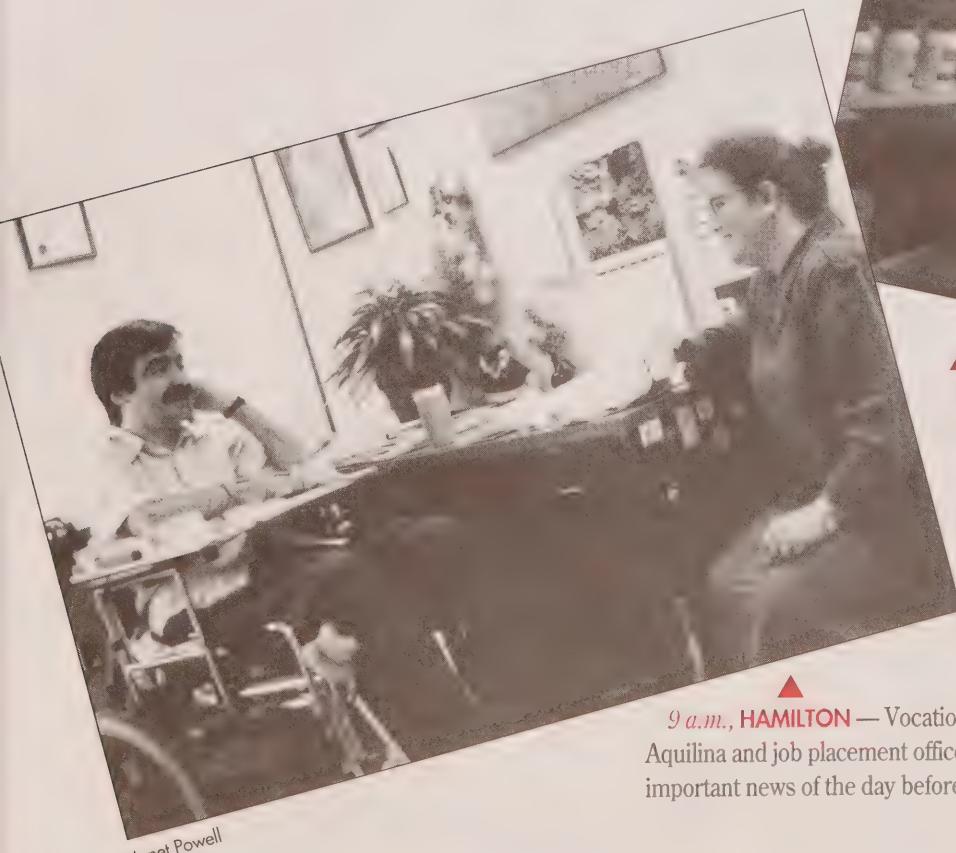
Sandra Hunt

▲ **Morning, LONDON** — Income maintenance training officer Sandy McPhail distributes reports to the inter-office mailboxes at Southwest Regional Office.



Eric Lawson

▲ **9:30 a.m., KINGSTON**— Belleville probation officer Steve Smith greets Tom Revell, operator of Ventures Group Home in Gananoque, as they attend the Kingston Area Young Offenders Act Network Retreat at Queen's University.



Greg Clayton

▲ **9 a.m., COBOURG** — Pharmacy technician Carol Kelly gets a head start on dispensing the day's prescriptions and pharmaceuticals in the pharmacy at D'Arcy Place.

▲ **9 a.m., HAMILTON** — Vocational Rehabilitation Services counsellor Tony Aquilina and job placement officer Flavia Tranquilli-Nardini chat about the important news of the day before buckling down to the work ahead.

Janet Powell



Jim Fitzpatrick

Morning, THUNDER BAY — Staff at Thunder Bay Area Office get a kick out of "Serving Each Other" during Customer Service Week 1992.

▼ **9:30 a.m., SMITHS FALLS** — Vocational workshop instructor Carl Charles and Sandra Swerdfager sort paper for recycling; it will be baled and shipped to a recycling plant as part of a Vocational Services Department contract at Rideau Regional Centre.



Susan Best



Pat McBain

◀ **About 10 a.m., NORTH BAY** — Income maintenance officer Joan Fenton returns from early appointments interviewing clients.



Terry McEvoy/Canapress Photo Service



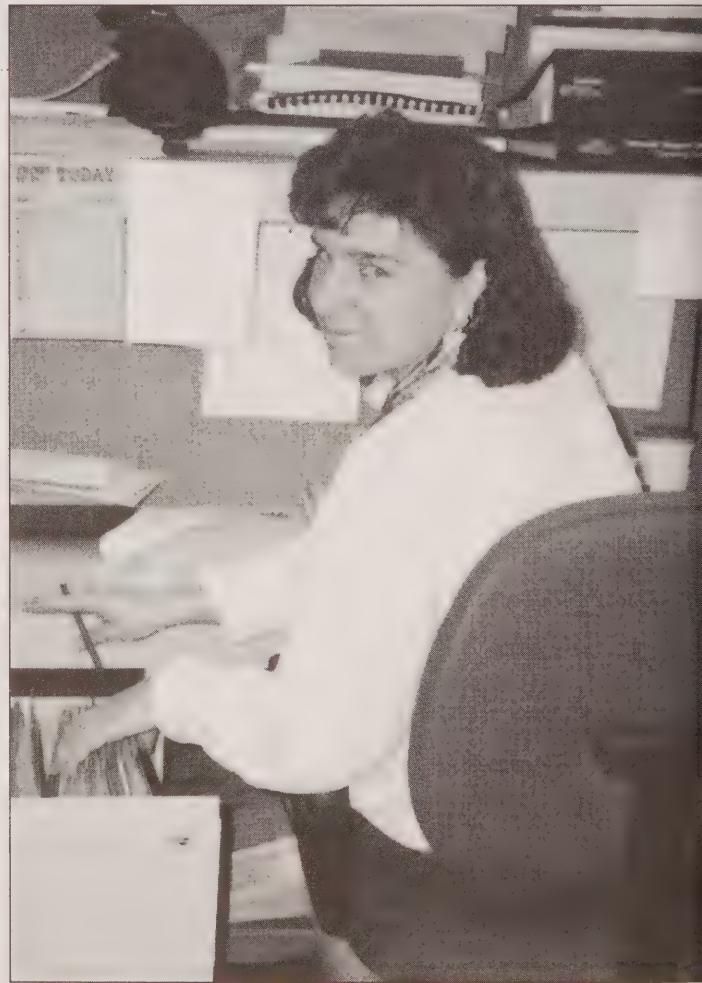
Pat McBain

▶ **About 10 a.m., NORTH BAY** — Eligibility review officer (ERO) Ron Devost begins reviewing files at the North Bay District Office.



◀ *Mid-morning, WELLAND* — Income maintenance officer Linda Steckley gathers the many reports and documents required to maintain a very busy caseload as she emerges from the Welland Local Office to commence her daily routine of home visits to Family Benefit applicants and clients.

AND...



Holly Olexy

▼ *Mid-morning, GRAVENHURST* — Landscape assistant Wayne Crawford has a beautiful day for grass-cutting duties at Muskoka Centre.



Norm Sneddon

▲ *Mid-morning, WELLAND* — Parental support worker Holly Catalfamo arranges the paperwork at her workstation at the Welland Local Office as she prepares to assist Family Benefit clients through the often complex world of Family Court and support/maintenance issues.



10 a.m., PEMBROKE — Receptionist/clerk in the local office, Pauline Pigeon, searches for a file in Pembroke...



10:30 a.m., BELLEVILLE — ...while Kelly Lemieux, an income maintenance officer, pulls a Family Benefits corporate file from the Belleville file room.

▼ *Mid-morning, PETERBOROUGH* — Program supervisors Greta Bennett, David Ross and Susan Finnie brainstorm in a meeting about financial constraints.



Mike Valcourt



Joan Eastman Fortin

► **10:30 a.m., CEDAR SPRINGS —**
Physiotherapy aide Elaine Vleeming offers some encouraging words to Southwestern Regional Centre resident Elsie Down as Elaine applies mechanical vibration in the treatment of chronic chest conditions.

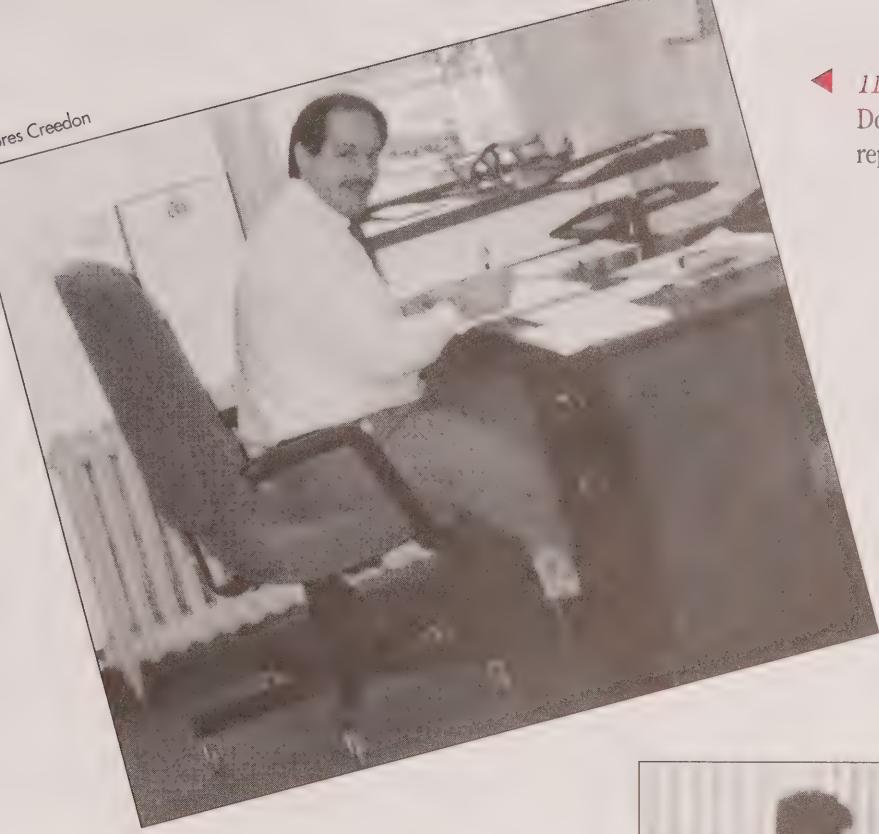


Greg Clayton

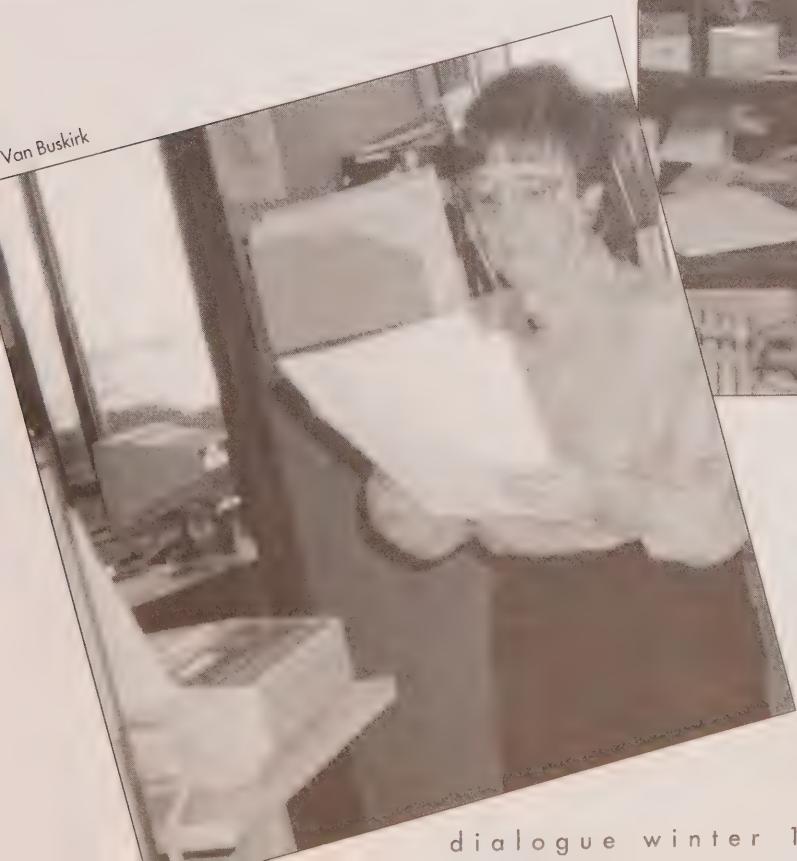
Eric Lawson

► **11 a.m., KINGSTON —** Looking decidedly un-stressed-out at a workshop during a YOA Network Retreat are Belleville probation officer Lisa Knox and Terry Stevenson, of open-custody Bayfield Group Homes in Consecon near Belleville. The theme for the Young Offender Service Network get-together was "Care for the Caregiver."





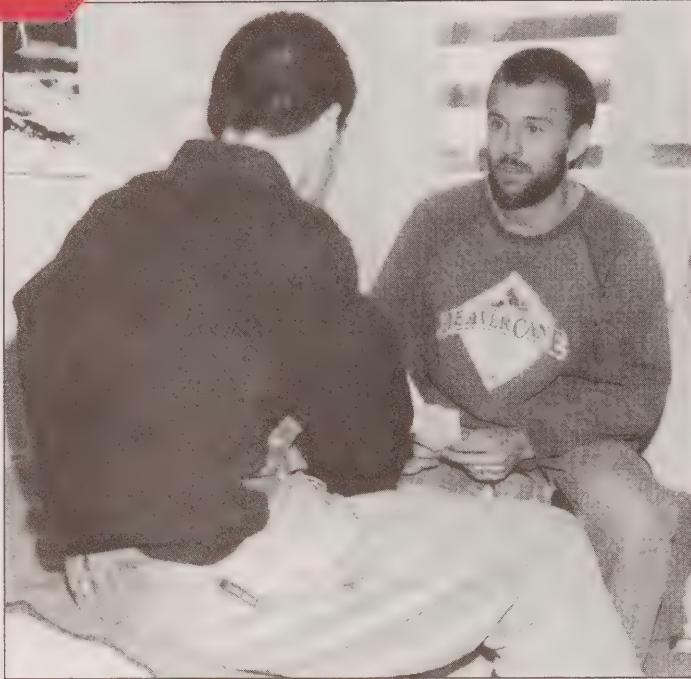
► **11 a.m., SAULT STE. MARIE** — Senior finance officer Dolph Barsanti works on the North Region's quarterly report and estimates at the North Regional Office.



► **Mid-morning, MISSISSAUGA** — Community services secretary Chantal Honglin (seated), colleague Betty-Anne Widmeyer and probation secretary Anni Voynic together explore the mysteries of a computer program.

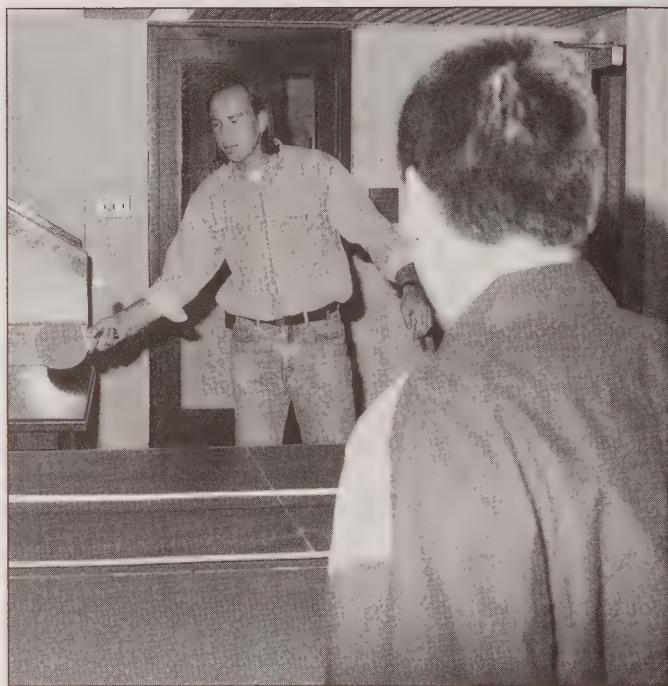


► **11 a.m., WINDSOR** — The ubiquitous fax machine — what would we do without it? Secretary Marilyn Kolody is more concerned with making sure she has the right documents as she sends a transmission on behalf of the Community Services Unit of Windsor Area Office.



Don Smith

▲ **11 a.m., OAKVILLE** — Jim Kennedy, a youth worker at the Syl Apps Campus of Thistletown Regional Centre, plays cards with a resident of Cottage 8...



Don Smith

▲ **11 a.m., OAKVILLE** — ...while Tim Carnahan, also a youth worker at Cottage 8, engages in a battle of ping pong with a resident.

▼ **11:15 a.m., OAKVILLE** — Soup's on, thanks to cook Ian Donald at the Syl Apps campus of Thistletown.



Don Smith



Mike Valcourt

▲ **Mid-morning, PETERBOROUGH** — Probation officer Linda McCallister goes over her notes before leaving for court, where she will appear before a judge and make recommendations in the cases of young offender clients.

Mike Tomchak



▲ **Mid-morning, MISSISSAUGA** — Checking in with receptionist Nadia Bacchus for messages is probation officer Eunice Espinola.



Connie Dion

▲ **Mid-morning, ST. CATHARINES** — Income maintenance officer Sandra LeClair puts confidential documents in the shredder bin to ensure the safe disposal of client files.



Connie Dion

▼ **11 a.m., SMITHS FALLS —**

Making a clean sweep of it is Don Stanzel of the housekeeping staff, as he tidies up in the occupational therapy area of Rideau Regional Centre.

Susan Best



► **11:20 a.m., QUEEN'S**

PARK — Tony Manguiat churns out multiple photocopies in General Services beneath the Macdonald Block —

► **11:20 a.m., QUEEN'S**
PARK — while co-workers Gus Neves and Leo Behr sort mail in preparation for one of their daily mail deliveries and messenger pick-ups around the Hepburn Block.

Photos: Brian Pickell



◀ **Morning, LONDON —** Long-term care is the topic at this meeting of LTC London Area Office and Residential Services. At the table are acting program supervisor Kathy Scanlon, program supervisors Linda Girard and Susan Wolnik, the regional manager of London Regional Office's Residential Services Branch June Watt, and the manager of the London LTC Area Office Gail Ure.

Cate Melito

SOUTHWEST REGION

- 1 **Hamilton**
Area Office, Local Office, Probation Office, Arrell Youth Centre, Community Health & Support Services
- 2 **St. Catharines**
Local Office, Probation Office, Community Health & Support Services
- 3 **Niagara Falls**
Local Office, Probation Office
- 4 **Welland**
Local Office, Probation Office
- 5 **Cayuga**
Probation Office
- 6 **Simcoe**
Local Office, Probation Office
- 7 **Brantford**
Local Office, Probation Office
- 8 **Cambridge**
Local Office
- 9 **Guelph**
Local Office
- 10 **Waterloo**
Area Office, Community Health & Support Services
- 11 **Woodstock**
Probation Office, Oxford Regional Centre – Facility for Persons with Developmental Disabilities
- 12 **Stratford**
Local Office, Probation Office
- 13 **Palmerston**
Midwestern Regional Centre – Facility for Persons with Developmental Disabilities
- 14 **London**
Regional Office, Area Office, Probation Office, CPRI – Regional Children's Mental Health Centre/ Facility for Persons with Developmental Disabilities, Community Health & Support Services, Detention Centre for Youth
- 15 **St. Thomas**
Local Office, Probation Office
- 16 **Cedar Springs**
Southwestern Regional Centre – Facility for Persons with Developmental Disabilities
- 17 **Chatham**
Local Office, Probation Office
- 18 **Windsor**
Area Office, Probation Office, Community Health & Support Services
- 19 **Sarnia**
Local Office, Probation Office
- 20 **Clinton**
Local Office, Probation Office
- 21 **Walkerton**
Sub office of Owen Sound
- 22 **Owen Sound**
Local Office



MINISTRY OFFICES AND FACILITIES

SOUTHEAST REGION

- 1 **Ajax**
Probation Office
- 2 **Oshawa**
Local Office, Probation Office
- 3 **Port Hope**
Local Office, Probation Office
- 4 **Cobourg**
D'Arcy Place – Facility for Persons with Developmental Disabilities
- 5 **Peterborough**
Area Office, Local Office, Probation Office, Community Health & Support Services
- 6 **Lindsay**
Local Office, Probation Office
- 7 **Belleville**
Local Office, Probation Office
- 8 **Picton**
Prince Edward Heights – Facility for Persons with Developmental Disabilities
- 9 **Napanee**
Local Office
- 10 **Kingston**
Regional Office, Area Office, Local Office, Probation Office, Community Health & Support Services
- 11 **Sharbot Lake**
Local Office
- 12 **Perth**
Local Office, Probation Office
- 13 **Smiths Falls**
Rideau Regional Centre – Facility for Persons with Developmental Disabilities
- 14 **Brockville**
Local Office, Probation Office
- 15 **Cornwall**
Local Office, Probation Office
- 16 **Alexandria**
Local Office
- 17 **Hawkesbury**
Local Office
- 18 **L'Orignal**
Probation Office
- 19 **Ottawa**
Area Office, Probation Office, Observation & Detention Home, Community Health & Support Services
- 20 **Renfrew**
Local Office
- 21 **Pembroke**
Local Office, Probation Office
- 22 **Barry's Bay**
Local Office
- 23 **Bancroft**
Local Office



MINISTER

Marion Boyd

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SOCIAL ASSISTANCE
REVIEW BOARD
Laura Bradbury

CHAIRPERSON
SOLDIER'S AID
COMMISSION
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PROGRAM DESIGN
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CENTRAL
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COMMUNITY SERVICES
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SPECIAL PROJECTS
John Stapleton

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LONG-TERM CARE DIVISION
Geoffrey Quirt

REGIONAL DIRECTOR
SOUTHWEST
Murray Hamilton

DIRECTOR
CHILDREN'S SERVICES
Nicole Lafrenière-Davis

★ Reports to L

ACTING DIRECTOR
RESIDENTIAL SERVICES
Robert Lord

REGIONAL DIRECTOR
SOUTHEAST
Ken Macdonald

DIRECTOR
IN-HOME SERVICES
Tim Young

REGIONAL DIRECTOR
NORTH
John Rabeau

★★ Responsibilities

★★★ Kathy M
administration

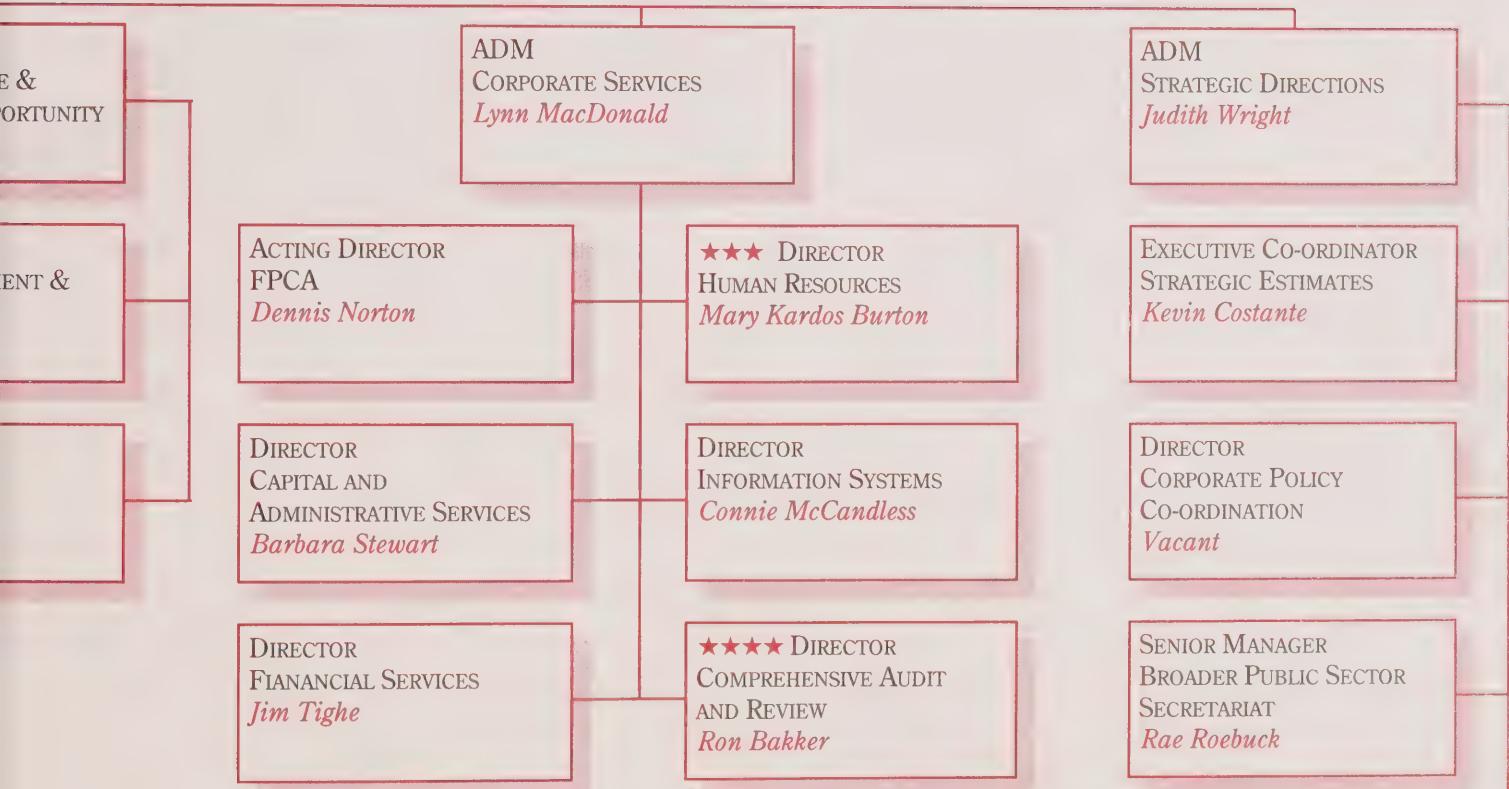
★★★★ Repor
administration

PARLIAMENTARY ASSISTANT
Randy Hope

DIRECTOR
COMMUNICATIONS AND
MARKETING
Michael Kurts

ORGANIZATION CHART

DECEMBER 1992



Ministry of Health, with indirect report to D.M., MCSS

for long-term care field operations

herson, Employment Equity manager, reports to H.R. for
d to D.M. for policy

D.M. for policy direction; to Corporate Services for

- INTERGOVERNMENTAL RELATIONS (UNDER REVIEW)
 - Federal-Provincial
 - VRDP
 - Native Affairs
 - Provincial-Municipal

NORTH REGION

- 1 Red Lake**
Local Office
- 2 Kenora**
District Office, Probation Office
- 3 Fort Frances**
Local Office, Probation Office
- 4 Dryden**
Local Office, Probation Office
- 5 Sioux Lookout**
Local Office, Probation Office
- 6 Thunder Bay**
Area Office, District Office, Northwestern Regional Centre – Facility for Persons with Developmental Disabilities, Probation Office, Community Health & Support Services
- 7 Geraldton**
Local Office, Probation Office
- 8 Hearst**
Local Office, Probation Office
- 9 Moosonee**
Local Office
- 10 Kapuskasing**
Local Office, Probation Office
- 11 Cochrane**
Local Office, Probation Office
- 12 Timmins**
District Office, Probation Office
- 13 Kirkland Lake**
Local Office, Probation Office
- 14 New Liskeard**
Local Office, Probation Office
- 15 Chapleau**
Local Office
- 16 Sault Ste. Marie**
Regional Office, District Office, Probation Office, Observation & Detention Home
- 17 Elliot Lake**
Local Office, Probation Office
- 18 Gore Bay**
Local Office
- 19 Espanola**
Local Office, Probation Office
- 20 Sudbury**
Area Office, District Office, Local Office, Probation Office, Community Health & Support Services
- 21 Sturgeon Falls**
Local Office
- 22 North Bay**
Area Office, District Office, Probation Office, Community Health & Support Services
- 23 South River**
Local Office, Project DARE
- 24 Parry Sound**
Local Office, Probation Office
- 25 Bracebridge**
Local Office, Probation Office
- 26 Gravenhurst**
Muskoka Centre – Facility for Persons with Developmental Disabilities



CENTRAL REGION

- 1 Toronto**
Regional Office, Area Office, Local Offices, Probation Offices, Observation & Detention Home, Thistletown Regional Children's Centre, Community Health & Support Services
- 2 Mississauga**
Area Office, Probation Office, Community Health & Support Services
- 3 Oakville**
Probation Office, Syl Apps Campus, Thistletown Regional Centre
- 4 Burlington**
Local Office, Probation Office
- 5 Milton**
Probation Office
- 6 Malton**
Probation Office
- 7 Brampton**
Probation Office
- 8 Orangeville**
Local Office, Probation Office
- 9 Aurora**
Local Office, Probation Office
- 10 Edgar**
Adult Occupational Centre – Facility for Persons with Developmental Disabilities
- 11 Orillia**
Local Office, Probation Office, Huronia Regional Centre – Facility for Persons with Developmental Disabilities
- 12 Midland**
Local Office, Probation Office
- 13 Collingwood**
Local Office, Probation Office
- 14 Barrie**
Area Office, Local Office, Probation Office, Community Health & Support Services





▼ **12:15 p.m., SMITHS FALLS —**

Country line dancing class starts at Rideau Regional Centre. The class is part of the employee fitness and lifestyle noon-hour program.

Susan Best



▲ **12:20 p.m., QUEEN'S PARK**

— Management Committee meets over lunchtime in the deputy's boardroom on Hepburn Block's 6th floor. The weekly meetings usually include all the assistant deputy ministers, the deputy minister, and the directors of Legal Services and Communications and Marketing. Seen clockwise from lower left are David Walker, Mike Kurts, Shirley Hoy, Mary Kardos Burton, Sandy Lang, Kevin Costante, Judith Wright, Michael Ennis, Dennis Norton, Barbara Stewart, Virginia Turner and Charles Pascal.



◀ **12:45 p.m., OWEN SOUND —** Minister Marion Boyd speaks to students at St. Mary's School after a speech at an assembly of the school's senior students. Her topic was Fighting Violence Against Women; November was Wife Assault Prevention Month in Ontario.

James Masters/Canapress Photo Service



Beverley Ann Glass

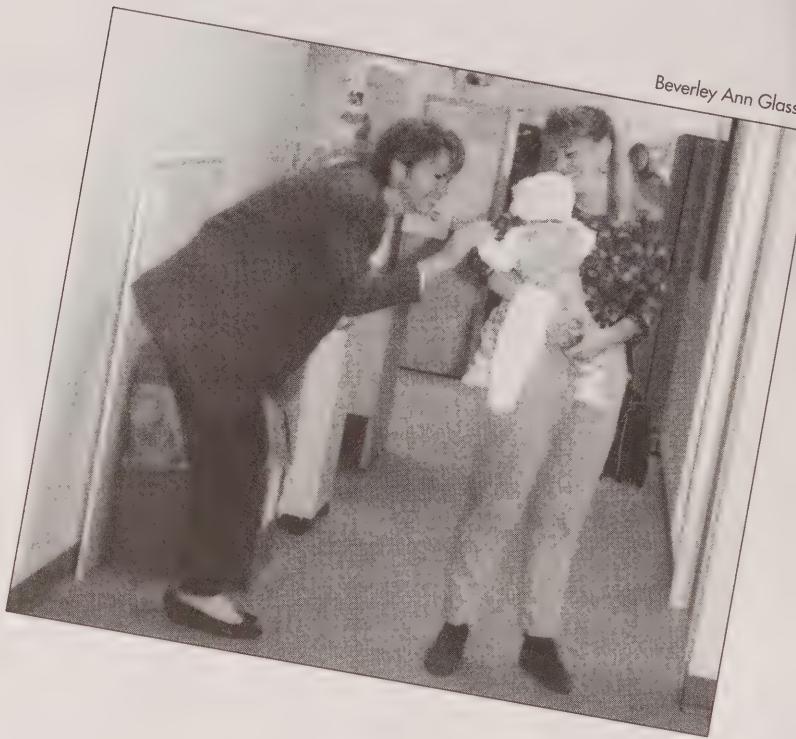
▲ **1 p.m., LONDON** — Income maintenance officer Sharon Cook gets on with the paperwork at London Area Office.



Norm Sneddon

▲ **1:15 p.m., GRAVENHURST** — Developmental instructor Ken Malchuk takes Linda Wollens out for an after-lunch constitutional on the grounds of Muskoka Centre.

▼ **1:15 p.m., LONDON** — Wilma Nicholas, income maintenance supervisor, is delighted to meet baby Caitlyn, and mom Lisa Ford is just as happy to show her off. Lisa is an income maintenance officer on maternity leave and was visiting the London Area Office with her new daughter.



Beverley Ann Glass



Jack Reid

▲ **1:20 p.m., EDGAR** — Client Dennis Nugent works on hydro-therapy exercises with recreation and crafts instructor Elaine Davie at Adult Occupational Centre.



◀ **1:30 p.m., LONDON** — A cheerful greeting from VRS steno Maureen Tucker in the London Area Office.

Beverley Ann Glass



◀ **2 p.m., TORONTO** — Income maintenance officer Anne Serrazin provides counter assistance to a Family Benefits applicant in the Southwest Local Office on Kennedy Avenue in Toronto's west end.

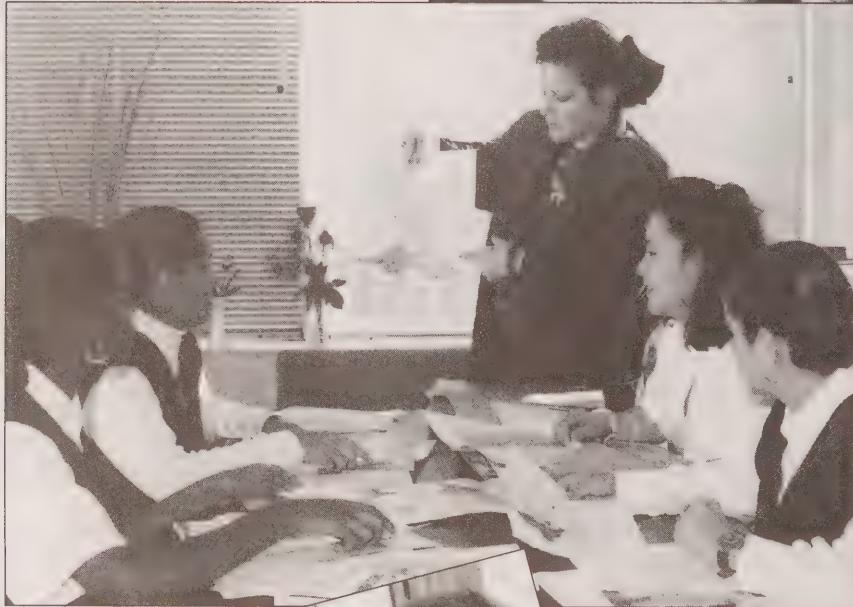


Doug Sutherland

◀ **Afternoon, LONDON** — CPRI volunteer Ila Bock spends some one-to-one time with one of the children attending a treatment program.

Orlando Maloney

Mid-afternoon, HAMILTON — Vocational Rehabilitation Services counsellor Bernice Lawlor reviews a client's file as part of her task of helping people with disabilities get into the workforce.



Julia Naczynski

◀ **2:30 p.m., TORONTO HEAD OFFICE** — Training co-ordinator Audrey Gough conducts an orientation session with Loretto College School students who are working in Human Resources Branch on a co-op experience.



◀ **2:35 p.m., QUEEN'S PARK** — Financial Services payroll input clerk Lydia Domingo inputs information for a manually-processed pay cheque at the 880 Bay Street, 6th floor office.





2:45 p.m.,

EDGAR —

Preparations for supper are already underway at Adult Occupational Centre, where cook Ted Szabunia and food service helper Katherine Gibbons chop vegetables.

Jack Reid



◀ **Afternoon, HAMILTON —** File clerks Barb Zabel and Angela Agostino search through the Ks-to-Ps files at the Hamilton Area Office.

Jane Van Buskirk

3 p.m., WINDSOR — "A little whipped cream?" offers Chris Hayes, secretary with the income maintenance review unit, to Martha Young, manager of Human Resources, while Maria Calamita, secretary to the area manager, slices into a treat. Behind them are Bob Young, income maintenance program review officer, and systems officer Rob Cancian. This monthly event is known as Cake Day and is a coffee break that celebrates staff birthdays of the month and other special events. The October Cake Day welcomed new acting area manager John Hewitt.





Don Smith

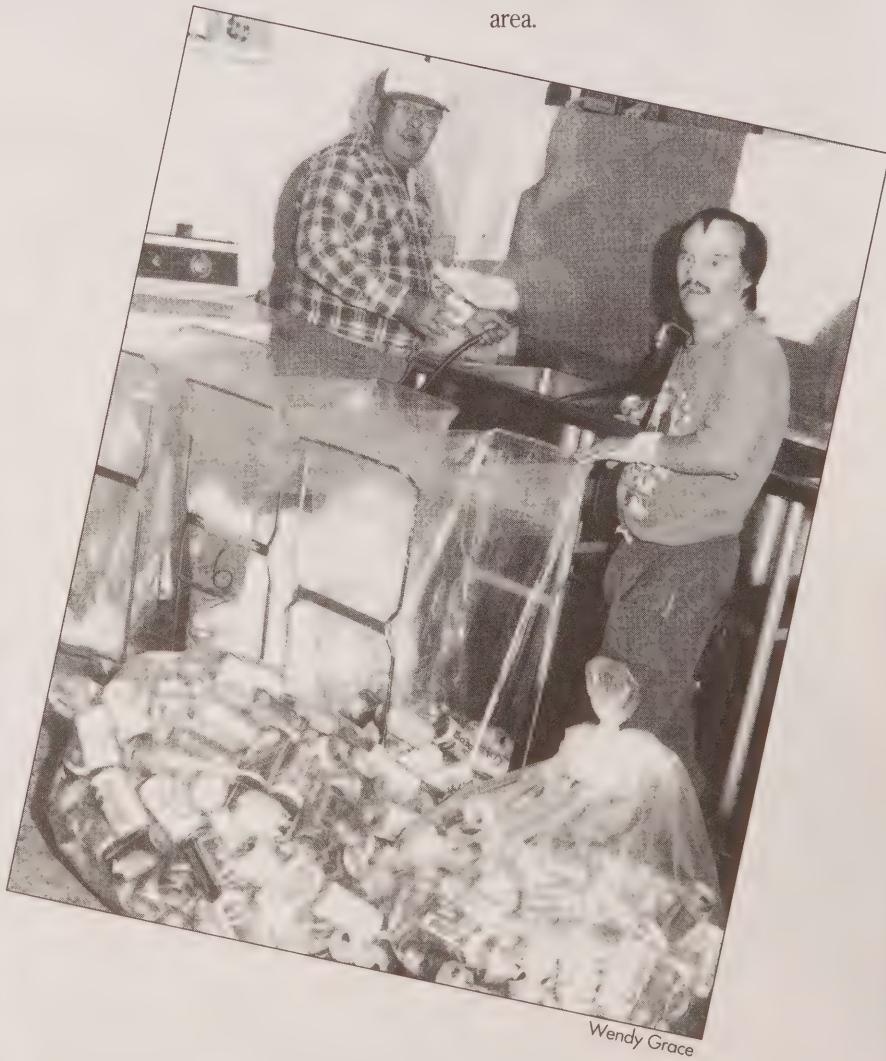
◀ **3 p.m., OAKVILLE** — Jamie Ludlow, a recreation therapist at Thistletown Regional Centre, teaches soapstone carving to students from an INTERFACE school program. It's part of Recreation's weekly therapeutic sessions with the children.

▼ **3:10 p.m., TORONTO** — Co-op student Ian Vander Schee works on adoption disclosure paperwork in the Adoptions Unit at 2 Bloor St. West, matching names to people's request for information.

Julia Naczynski



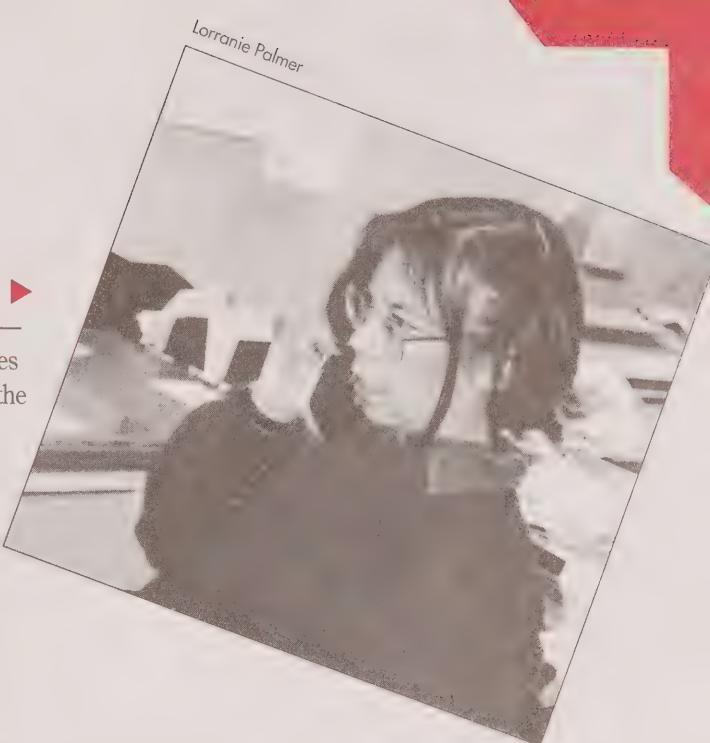
▼ **3 p.m., ORILLIA** — Ken Spike and Paul Ferris, both clients at Huronia Regional Centre, are busy sorting and rinsing out recyclables at the facility's recycling area.



Wendy Grace



3:30 p.m., PETERBOROUGH — Area manager Fred Purificati reviews a report over a cup of coffee between meetings with area office staff.



3:45 p.m., BRANTFORD — Linda Kett, direct services clerk, answers a call on the switchboard at the local office.



3:20 p.m., ORILLIA — Program counsellor Charlotte Rice assists client Patty Teder with her exercises in Huronia Regional Centre's Mark Johnston Memorial Pool.

▼ 3:30 p.m., HEAD OFFICE, TORONTO — Employment Equity Unit trainers Cecile Jacobs, Ather Shabbar and Kaye Leslie meet with manager Kathy Macpherson on the 24th floor of 2 Bloor St. West.

Julia Naczynski



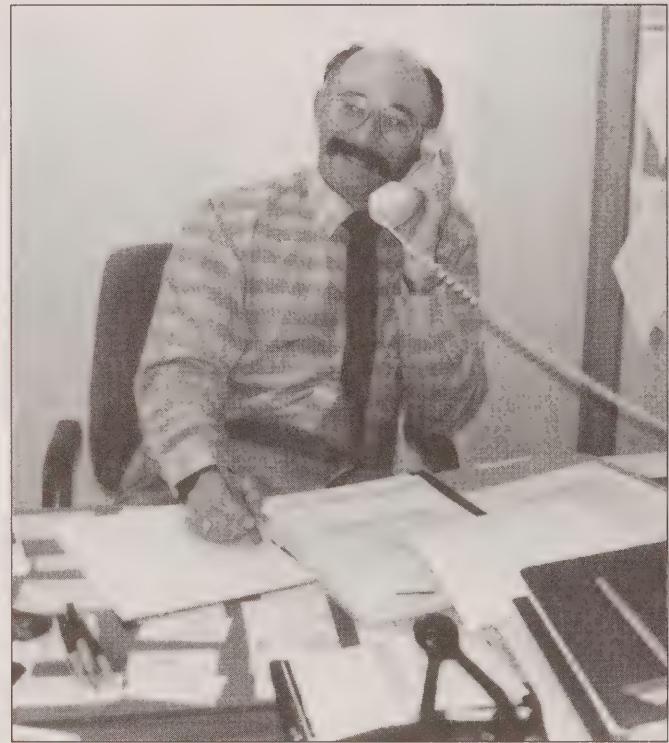


◀ *Late afternoon, KINGSTON*—Systems officer Jay Kingston moves computer equipment at the Princess Street office...

Gayle Barr



*Late afternoon,
KINGSTON*—
...while income
maintenance
program
supervisor
Marvin Valensky
makes a phone
call.



Gayle Barr



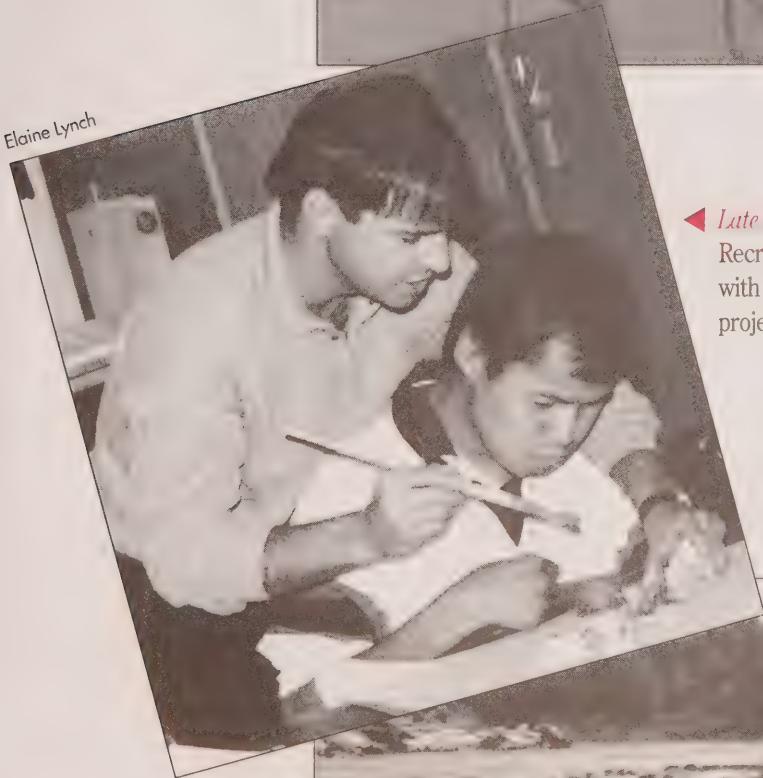
*Late afternoon, SOUTH
RIVER*—Rock-climbing
is one of the physically-
demanding challenges
posed to young offenders
attending Project
D.A.R.E. near Algonquin
Park. Here, instructor
Tim Cassidy
demonstrates the proper
techniques and makes it
look both fun and easy.

► 4:20 p.m., BRANTFORD

— Income maintenance officer Heather Russell returns from the Six Nations Reserve in the ministry fleet vehicle, where she accepted applications for Family Benefits. She'll clear up what paperwork she can and then head on home.



Elaine Lynch



◀ *Late afternoon, THUNDER BAY* — Supervisor of Recreation and Vocational, Frank Pascuzzo, works with Jerry Nayotchekeesic on a woodworking project at Northwestern Regional Centre.



◀ *Late afternoon, SOUTH RIVER* — Whitewater canoeing is one of the challenges posed to young offenders attending Project D.A.R.E. near Algonquin Park. Instructor Sean Patterson indulges in a solitary expedition.

Story and photos by Elaine Lynch

COPING WITH SURPLUS AT NORTHWESTERN REGIONAL CENTRE

Employees at the Thunder Bay facility are preparing for a future outside of NRC

Note: In 1987 a ministry directive called Challenges and Opportunities stated the government's intention to close all Schedule I residential facilities for people with developmental disabilities over the coming 25 years.

As we approach the end of the seven-year Multi-Year Plan, employees at two facilities — Muskoka Centre in Gravenhurst and Northwestern Regional Centre in Thunder Bay — have been given formal notice of closure.

Surplus — the dreaded word. On May 22, 1992, more than 100 employees at Northwestern Regional Centre received letters formally announcing the closure of the facility as of March 31, 1994. The letter told the employees that they were, as of that date, surplus staff.

From that point they joined the ranks of more than 700 employees in the Ontario Public Service whose jobs have been eliminated.

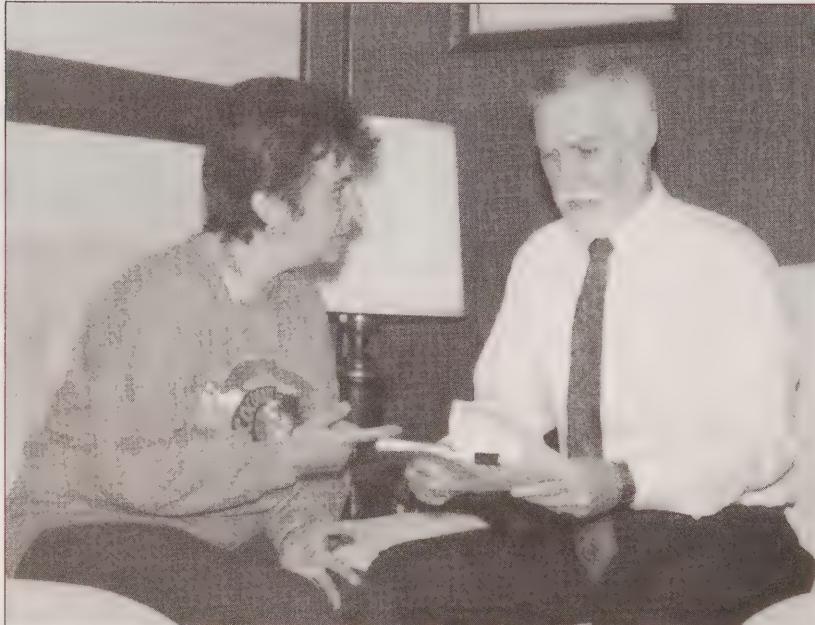
Gone are the days when a job — in government or anywhere else — meant life-long security. But at NRC, people have learned that what at first seems like a bad situation can actually be the opportunity of a lifetime.

Upon receiving the surplus notice, employees had several options:
* to resign within 30 days and receive an enhanced severance package;
* to resign and go back to school for a period, at partial wages;
* to receive up to six months of retraining, and a job offer.

A job offer is the opportunity to assume

"It is an emotional experience we are all going through."
— NRC administrator

Poul Christensen



Union local president Sylvia Nickoluk and NRC administrator Poul Christensen attribute the ease of closure to good union/management relations.

another position in the public service with a similar salary and requiring related qualifications. Under the collective agreement, every employee declared surplus as a result of a divestment or comparable transfer of the work (as in the case of these facility closures) is guaranteed one job offer.

NRC administrator Poul Christensen was not given surplus notice nor a job offer guarantee. He has been given the responsibility of ensuring the orderly closure of the centre and co-ordinating the creation of community-living alternatives for residents.

"Talk about mixed emotions," says Poul. "It's exciting and challenging to be a part of the development of a brand-new service system. It's scary, though, to see

the impact this change has on all of the people I have worked with during my 24 years."

Poul talks about the residents he has known — the successful placements as well as the failures.

"I have no illusions about how difficult this is. Some people will have trouble coping with the changes," he says candidly. "This goes for residents as well as staff. I have seen residents grow up from the age of six or seven at NRC. I have met many wonderful staff whom I will never forget and who have taught me the value of loyalty and friendship. It is an emotional experience we are all going through."

The busiest offices in the building are Human Resources and the Career Planning Centre. Under the direction of

redeployment co-ordinator Marie Haber, the first massive job was completing a profile on every employee. Now Gord Cormier and Sherry Hogan are meeting with employees to come up with individual plans that involve retraining, gaining alternative job experience, education or a combination of approaches.

"We're breaking ground here. This is really a first for us and we are proceeding cautiously trying to tell people what their options are," explains Sherry, the career planning officer.

It's both a high-pressure and exhilarating place to work.

The pressure comes from some people who are not sure of the direction they should take. They expect someone else to answer important questions that only they can answer for themselves. The exhilaration comes from seeing people take control, go back to school or retrain or pursue another job. Sherry and Gord help with things like resumes, mock interviews and self-assessments.

"It's great to see people get very excited about the changes they are making," says Gord.

Since the day the letters were received, it has been a time of upheaval and constant change at NRC. Surprisingly, only seven people of 135 chose to resign within 30 days. Nevertheless, saying goodbye has become a way of life.

Even before the letters came, a very popular manager was among the first to leave, to accept a secondment in Kirkland Lake. It was very difficult for people who had worked together for more than 10 years to realize that she would not likely be back and that the process of dismantling NRC had begun in earnest.

Since then, a joint management and union Job Security Committee holds a monthly farewell tea, where there are usually at least five people to be honoured. Flux is the norm, people assume new positions overnight and roll with the changes.

Sylvia Nickoluk is the president of OPSEU Local 715. She has worked in NRC for 24 years. She says the most frustrating part about the whole process is that no one "had their act together" when surplus was declared.

"It is through years of developing a relationship with management at Employee Relations that we have been able to work



Anneke Christiansen will be looking for another nursing job, while Vicki Rentz plans to leave Thunder Bay and change ministries.

together to pull this off as smoothly as we have," says Sylvia. "We're lucky because we are small and we've worked hard through weekly meetings to keep this process on track."

Although she is third on her seniority list for a job offer, she plans to negotiate with a new employer to see the process to the end. For several months, she has had an office and is available to her membership full-time. She even has an answering machine at home to take calls when she's not there. With shift work, she can get a call for a consultation at 7:30 a.m.

Her message to her co-workers? Get out there and knock on prospective employers' doors.

The emotion of farewells and the uncertainty of the future have affected people in different ways. Some are frightened, anxiously awaiting any job offer so their future will once again be secure. One employee said that she would gladly take a job as a cleaner, as long as she knows she will continue to have the security.

But there are a lot of people who are excited and challenged by this change. They say if this hadn't happened, they would never have realized they would like to do something different.

Both a management job security package and Article 24 of the collective agreement have given people opportunities not available in other surplus situations,

such as having up to six months of classroom or on-the-job training while still receiving full salary. And for people who are determined to stay in their chosen profession, there is the chance to apply their skills in new areas.

Sherry Grena is a vocational instructor who has worked mostly with adults. As part of her training plan, she is now spending two half-days a week working with children who are autistic. She says she loves the work. You can see by her enthusiasm that she will carry on in her field somewhere.

Some direct care staff have taken second jobs working as casuals with community agencies. They want to keep all doors open. A few have even accepted full-time positions. It means taking a cut in pay (as much as 25 per cent), and no employee pension.

As local agencies deal with harder-to-serve clients, they have identified a need for the kind of experience and expertise NRC staff have to offer. However, wage parity continues to be an issue.

Anne Ostrom has worked in the recreation department at NRC for six years. She decided to take a job with the local association for community living.

"I've been ready for a change and I wanted to find a job before the market is flooded with people looking," Anne explains. "The job I am taking could lead to other great jobs. For me, the thing was to be willing to take that cut in pay early."

It was very difficult for people who had worked together for more than 10 years to realize ... that the process of dismantling NRC had begun in earnest.



Cindy Beaucage and Sharlene Neill, who had been residential counsellors, are now social services support workers.

"The hardest thing is leaving the people here with whom I've shared a life."
— Vicki Rentz

and not hold out until the end." Anne says it is so ominous being confronted with so many options without any guarantee of which is the right one.

"Maybe in the future I'll regret this decision, but I don't think so."

Shirley Karas, a social worker at NRC for 18 years, found out mid-week that she was to report to a new job the following Monday. Something she had known in theory for four years became a personal reality. Shirley describes it as a crisis, creating a whole grieving process in people.

"The terrible thing is that everyone is caught up in their own personal struggle. No one can truly share what you are facing because it is different for everyone," says Shirley.

"You have to be very adaptable and not get caught up in that grief. I am no longer in my field which I loved. But I am truly enjoying my new job. Still, there are certain realities. The job is a brand-new experience. You have no history; you are

essentially a brand-new employee — and it's hard to be new when you're old!" laughs Shirley.

Vicki Rentz, the manager of health services, worked as a nurse at NRC, also for 18 years. When she saw an advertisement for a similar position in *jobmart* at Bluewater Youth Centre in Goderich, she applied for and got the job. It's a big step. Just seven years from retirement, she has built a life in Thunder Bay. But she has adapted to the idea of change and decided to take control of the situation.

"I didn't like the indefiniteness of the job offer. I would rather choose my job and where I will live, rather than be told that this is what is offered me," explains Vicki.

"The hardest thing is leaving the people here with whom I've shared a life. We've matured together, raised our kids together." Now she looks forward to the added responsibility of the new job and thinks her new home is "just a beautiful town."

For some staff, hopes of getting a new job within a 40-kilometre radius are not high. Some staff think that one out-of-town job offer could be rejected by several staff before there is a taker, thereby eliminating a lot of people. So far, this has not been the case, though in one instance a job offer meant too drastic a change.

Anneke Christiansen, a nurse with Health Services, will eventually lose her status with the OPS because she refused her job offer. She was to go to income maintenance at the Thunder Bay Area Office. Part of the job involved a monthly road trip several hundred kilometres up a deserted road to administer welfare to two isolated northern communities.

While on vacation, she and her husband did a trial run of the trip; when she got back, she turned down the position. She says the experience of realizing that she was not suited to that job was devastating. "It was not worth me leaving behind 30 years of nursing experience to do that job," says Anneke.

She will try on her own to find something. Now that nursing jobs are scarce, she says she wishes she hadn't placed so much faith in a job offer.

"I want my story to get out there so people won't make the same mistake. If there are jobs you can get on your own, do so," urges Anneke.

With change comes some very exciting opportunities. Surplus has drastically altered some departments. This has created a chance for direct care staff to get some valuable experience.

Sharlene Neill and Cindy Beaucage are residential counsellors filling positions formerly held by social workers. They are responsible for planning discharges for residents and carrying out follow-up. Their supervisor, Shuan Boo, is very impressed with the job they are doing. These jobs are giving staff practical skills, like computer use, as well as professional experience. In the process, people are learning about their true potential. These are positive changes that otherwise would never have happened.

Linda Cuthbertson was a residential supervisor. Her new part-time position at income maintenance is like a new lease on her career. She loves the work and the challenge.

Other people have taken advantage of developmental assignments, which allow up to six months working at another job to increase one's knowledge and marketability. Cindy Robinet, a vocational worker, left her family to spend six months in Richmond Hill to work with Independent Living Residences for the Deaf and Blind. Her long-distance phone bills have been high, but she describes the experience as exciting and is sure it is the right move for her.

"You can see by the decisions people are making that they are motivated," says career planning officer Sherry Hogan. "They're going to give 150 per cent to keep working."

As the government closes institutions under the Multi-Year Plan and strives to reduce the size of the OPS, the staff at NRC are breaking ground. It isn't always comfortable, and at times it can be downright painful.

At the same time, it has brought out people's creativity and ingenuity — the things that will help them survive change. Many precedents are being set and valuable lessons learned for the future.

Editor's Note: Since surplus was first announced in May, 28 NRC staff have been placed elsewhere; an anticipated 24 placements in the near future brings the total to 52 people who are off the surplus list.

Elaine Lynch is an information officer at NRC.

by Jerry Ward & Peter Krech, ORC

OXFORD'S 4 Rs

Even a community the size of Woodstock can have the benefits of recycling, thanks to a partnership with Oxford Regional Centre

R EDUCE, REUSE, R ECYCLE ...AND REHABILITATE.

These four Rs have been a way of life for many staff and residents at Oxford Regional Centre since May. At that time, Vansittart Enterprises, which is the vocational services department of ORC in Woodstock, took over the City of Woodstock's recycling program. This involves curbside pick-up of bottles, cans and newspaper and the sorting of such materials in the city works yard.

The city markets the recyclable materials to various parties and pays a flat fee for each day of service provided by clients in the pick-up and sorting of the recyclables.

Through mutual co-operation and contractual agreement, the city, which has a population of 30,000, was able to provide its citizens with high-quality, efficient recycling services. And Vansittart Enterprises was able to offer some of the residents at ORC a chance to learn and to work in their community.

As citizens became more aware of the need for and benefits of recycling, many changes had to be made to the program to accommodate the increasing volumes. In conjunction with the city, job stations were refined and mechanization in the form of hydraulic lifts, conveyor systems, and so on were introduced into the operation. In addition to the physical improvements, the rehabilitation efforts expanded as more clients were integrated into the community operation.

The introduction of the "Greening of Government Operations" (GGO) program was the impetus for more development. At ORC, a comprehensive recycling program was begun which involved the collection of all tin, aluminum, fine paper and newsprint. Once again, vocational clients were involved in all facets of the operation. With the assistance of the business office and other departments, the facility also focussed on reduce and reuse methods such as the use of "green" purchasing procedures, double-sided photocopying, a "Hug-A-Mug" program and more.

Organic food waste composting was the next challenge in the ORC recycling program. With consultation and assistance from various sources such as the MCSS Capital and Administrative Services Branch, the Green Workplace Branch of Ministry of Government Services, Agriculture and Food, Health and Environment, a pilot project was established in June using an aerated windrow system housed in a poly-greenhouse.

Cardboard recycling links up the Green Workplace efforts of the facility with the city recycling program. A baler was purchased through the Green Workplace program to be located at the city recycling depot. This baler will allow for efficient bundling and marketing of large volumes of cardboard, fine paper and newsprint. This unique venture will eventually include the involvement of other local ministry offices and the industrial, commercial and institutional sectors.



Oxford Regional Centre is working with the City of Woodstock to provide recycling services to city residents.

As the 3-R technologies evolve, special problems arise — and creative solutions develop. The most current enterprise, confidential-document shredding, is a response to a recycling problem — that is, much fine paper is of a confidential nature and must be shredded before it is put into the recycling stream. There is much potential in this project for client job training and work placement.

Oxford's efforts in the 4 Rs have achieved success through teamwork among staff and clients alike. With the assistance and co-operation of many ministries and community agencies, this total approach to the 4 Rs will allow the ORC to soon meet the ministry's commitment of reducing by at least half the amount of waste produced — and, at the same time, provide a valuable work program for clients.

Jerry Ward is a rehabilitation counsellor and Peter Krech is vocational director at Oxford Regional Centre.

DOING BUSINESS MORE EFFECTIVELY



EROs Marsha Smith and Brenda Brand

MCSS is increasing the efficiency and effectiveness of the social assistance system.

The ministry is focusing on five key priorities:

- linking interested recipients

to training and employment opportunities;

- re-directing people who are eligible for other forms of income support;
- improving administration;
- preventing fraud;
- helping sole-support parents find and obtain child support.

As part of the initiative to prevent and identify fraud, the ministry has increased the number of eligibility review officers (EROs) from 24 to 54.

Two of the faces behind these important new field staff jobs are Marsha Smith and Brenda

Brand, recently hired by the Toronto Area Office as two of the province's 30 new EROs. Prior to the recent hirings, there were four EROs in that office; now there are 10.

Marsha, Brenda and their colleagues investigate allegations of fraud, advise clients of their rights and responsibilities, and liaise with Metro police and financial and community institutions. The ministry has calculated that an ERO will save the province three times the cost of his or her position. "Fraud doesn't just affect this ministry," points out Marsha. "Unfortunately, the costs spill over into the community at large."

It is the ERO's responsibility to be sensitive to clients as well.

"Because we're dealing with people's lives, we have to make very sure our facts are solid. We want to preserve the integrity of the program and ensure that those who qualify receive the benefits they are entitled to. At the same time, those who defraud the Ontario government must be held accountable."

The ministry also hired an additional 111 income maintenance officers (IMOs) before mid-summer, which increases our capacity to link clients to job training and employment programs, as well as to other sources of income (such as unemployment insurance and Canada Pension Plan benefits).

Karen Cornece and Helen Kohl

PUBLIC SERVICE "PRISONER"

Jim "the Angel" Arcangeletti, a probation supervisor in Sault Ste. Marie, was recently "arrested" for (as the charge put it) "loitering on government property under the minimum required height." This took place during the Great Algoma Lock-up, an annual event that's a fund-raiser for the local chapter

of the Canadian Cancer Society.

Jim was released after managing to raise \$1,000 in "bail money" (pledges) — but not before spending a little time in the stocks to publicize his cause.

*Zoltan (Toots) Kovacs
Probation Officer
North Regional Office*



TECHNOLOGY THAT WORKS

More than 20 different employers with such companies as the CBC, CN Rail, Canadian Tire, TD and ScotiaBank and the Joint Apprenticeship Council attended a seminar sponsored by the Toronto Vocational Rehabilitation Services offices in September. The purpose of the seminar was to show potential employers how people with disabilities can fit into the workforce. A panel discussion included news anchor David Onley of CITY-TV and Joe Ross of the Disability Network

television show, and a successful work team from Ontario Hydro. There were also demonstrations of technology that help people in the workplace: in the photo, MCSS systems co-ordinator Hugo McIntosh observes Steven Reeves of Tykris Inc. demonstrate Dragon Dictate, a "talking" word-processing system. The seminar organizers would like to remind MCSSers that they can contact their local VRS office to find qualified workers for contracts or for unpaid work placements.

LETTER TO THE EDITOR

Editor's Note: Dialogue welcomes letters to the editor. We thought this reaction to a story in our previous issue would be of interest.

I have recently read the article entitled "How to Help Street People" in the Fall 1992 issue of *Dialogue*.

While I appreciate the acknowledgement that 1 in 100 people are forced to seek shelter daily, I immediately reacted to the tone of the article. I felt that it portrayed homeless persons as less than the rest of our communities and that we need not feel personal responsibility to react to their plight.

I am not suggesting that people not exercise judgment when asked for money or assistance, but I cannot accept that ignoring the issues of

poverty and homelessness will make them disappear.

My key concerns with the content of this article is that persons with psychiatric disabilities, youth who have left parental homes because the conditions were intolerable, victims of family violence who are forced on to the streets have not been mentioned. Social assistance is available to all eligible persons in Ontario. However, fear of a system that is impersonal and immense may make some people avoid contact with it.

Sixteen- and 17-year-old applicants for General Welfare Assistance (GWA) must demonstrate "special circumstances" in order to be eligible for assistance. In most municipalities contact is made

with the parent(s) or a third party to confirm that the youth should not return to the parental home. If contact with a parent indicates that the youth can go home, assistance may be denied. If the youth is afraid to go home, he or she may have no choice but to remain on the street. Fear of being found by a violent spouse may also cause victims of family violence to avoid using the shelter/GWA system.

I spent almost six years as a welfare and Family Benefits worker in Toronto. During that time, I dealt with people in Seaton House, battered women's shelters and another hostel. While I acknowledge the need for these services and the commitment to the community that is evident in the people who work in them, I understand the

fear of violence, disease, and lack of independence these institutions present.

When personal safety cannot be guaranteed, a hostel may not be a viable alternative to finding a warm corridor. Suggesting a soup kitchen, which may be several blocks away and have specific line-up and leave times, may not be appropriate when someone is cold and just wants hot coffee.

As homelessness is an issue that will be with us for some time to come, I am happy it is being discussed. However, I believe that it is important that different perspectives, particularly those of homeless persons, be considered when solutions are investigated.

*Brenda Relf, Policy Analyst,
Policy Development and Program
Design Branch*



Brian Pickell photo

OPS DESIGN WANTS YOUR IDEAS

Work on the Operations Design Project is well under way and recommendations will be made in April.



The Operations Review Project team: seated, from left to right, Lynn Cassidy, Christine Macartney, John Robertson and Janette Foisy; standing, Ulrich Krings, Lorraine Young, Rao Korrapati, Rand Houghton, John Rybuck and Peter Burbidge. Not seen are Cheryl O'Connor, and Michael Anderson, of consultants Johnston, Smith, Franklin and McCulloch.

The Operations Design Project — which has also been called the Operations review — is reporting to Deputy Minister Charles Pascal and directed by Christine Macartney. The project is supported by a steering committee composed of Operations field people and head office executives, as well as union, Management Board and external stakeholder representatives.

The work is facilitated by a project team (see accompanying photo) made up of MCSS staff from across the province.

They have been at work since

September on preparing a design proposal for Operations' function, roles and organizational structure.

The project is intended to help determine the ministry's expectations for the division for the coming five years, and make recommendations for process and structure so that it is well-positioned to achieve the determined expectations. This is being done to ensure that the division is positioned to respond to the changing environment, while at the same time, preserving and enhancing the internal strengths of the division and resolving any existing issues.

"This project is one of the most

challenging I've been associated with," says Christine Macartney, "but what I most enjoy is that we have the commitment of all concerned to carry it out with complete objectivity, impartiality and the involvement of Operations Division staff."

The project aims to deliver:

- * a statement of purpose for the Operations function;
- * an analysis of current processes and structure;
- * a proposed design for processes and the structure that's needed to achieve the division's goals; and
- * an action plan.

Team members are collecting information from people within Operations and other divisions, and consultation with staff is an essential part of that process. The team has been visiting local, area, district and regional offices as well as facilities and corporate offices around the province as they work toward the proposals for the design.

They also welcome your input, so if you have ideas or comments, you can write, call or e-mail.

Team members can be reached at (416) 325-5820, at e-mail account OPS DESIGN, or by writing the Operations Design Project, 2 Bloor St. West, 24th floor, Toronto M7A 1E9.

— J.N.

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dialogue

VOLUME 16, NUMBER 2, SPRING 1993



INTEGRATING CHILDREN'S SERVICES

Also: Employment equity • Harassment and discrimination policy

• Quarter Century Club • Asking young offenders their opinions • High-flying staffers at Project D.A.R.E.

dialogue

Dialogue is published quarterly by the Communications and Marketing Branch of the Ministry of Community and Social Services (MCSS) to provide an information forum for all members of the ministry. The opinions expressed are those of the contributors and do not necessarily reflect ministry or government policy.

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OUR COVER AND THEME

These two youngsters, at play on the grounds of our Child Parent Resource Institute (CPRI) in London, personify the work that many of us are doing to help make Ontario's children healthier and happier.

This photo of Melanie Hatherall

and her brother Neil Hatherall — both the children of CPRI employee Marie Hatherall — was originally taken for an educational display for the Program For Infants and Children With Down Syndrome. Cover photo by Doug Sutherland, CPRI. See story on page 16.

MINISTER TONY SILIPO

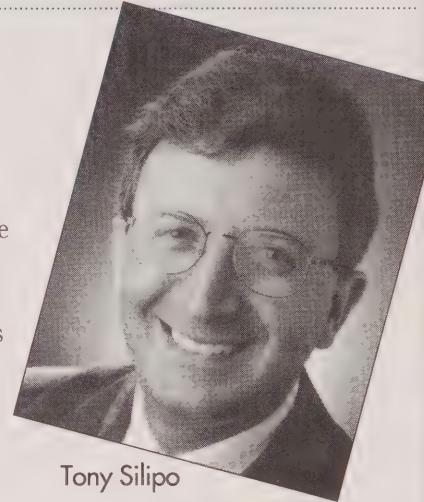
Our new minister, Tony Silipo, comes to MCSS from the Ministry of Education portfolio. Prior to that, he served as chair of Management Board of Cabinet.

Our minister was elected MPP for the riding of Dovercourt in Toronto in September 1990. Born in Italy, he emigrated to Australia in 1967 at the age of nine, and came to Canada in 1970. He studied law at York

University's Osgoode Hall Law School and set up practice as a lawyer.

He became an NDP trustee on the Toronto Board of Education in 1978 and served as chair of the Toronto board from December 1988 until his election to the Dovercourt riding.

Tony is married to Anne Marie Miraglia and they have a son, Adriano.



Tony Silipo

ROSEMARY PROCTOR, OUR DEPUTY MINISTER

Many MCSSers will remember Rosemary Proctor as a colleague. She worked in MCSS between 1980 and 1986, then went to Manitoba for two years and came back to us in 1988 for two more years.

Most recently she was the Assistant Deputy Secretary of the Policy and Priorities Board of Cabinet. Just before that, she managed long-term care reform for

MCSS and Health.

Rosemary has extensive experience in social and health policy. In the 1970s she was director of a community health centre, and when she was in Manitoba she was director of planning and Assistant Deputy Minister of Community Services.

She also has a master's degree in social work from the University of Manitoba.



Rosemary Proctor

OTHER NEW APPOINTMENTS

MARG GALLOW
Acting Assistant Deputy Minister, Operations



LYNN MACDONALD
Assistant Deputy Minister, Corporate Services



MARY SIMPSON
Manager, Better Business Practices Unit



BARRY WHALEN
Acting Director, Operational Co-ordination

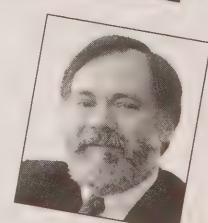




Illustration (above): Allison Mokracki, 6

CHILDREN'S SERVICES POLICY FRAMEWORK WILL GUIDE THE FUTURE

Six strategic directions will help lead to co-ordinated services

The Children's Services Branch has the lead in a project that has developed a policy framework for children's services.

Six strategic directions will guide MCSS staff and our transfer payment agencies as they work together to improve services to children and families.

The policy framework document is for the use of not only MCSS staff in area and head offices, but also transfer payment agencies funded under the Child and Family Services Act and other ministries.

Project manager Peter Gooch, who has been co-ordinating the development of the policy framework, explains that the framework will guide ministry decisions about our own services under the CDSA. It will also help ministry staff — particularly those in area offices — in their planning efforts as they work in partnership with local communities to co-ordinate children's services funded under the CDSA.

"The goal of the policy framework is to ensure that children and families benefit to the greatest extent possible from available resources," says Peter. "This means identifying those benefits and ensuring that services are organized to achieve those benefits."

It's sometimes difficult for children and families to gain access to the

services they need because services are not well-co-ordinated, notes Peter. The goal is to integrate and improve the effectiveness and efficiency of existing services for children and youth across ministries.

The policy framework will help area offices develop consistent approaches in children's services planning and is meant to be used in planning discussions with their communities and transfer payment agencies.

"The framework builds on efforts already well under way," notes Peter. The six directions in the framework are already MCSS policy, "but we have much work yet to do, to develop policies and implementation strategies to move in those directions."

Area offices are to implement the framework in partnership with local communities, involving the boards of agencies in particular. Planning authority will remain decentralized, with MCSS area offices making allocation decisions.

Children's Services

POLICY FRAMEWORK



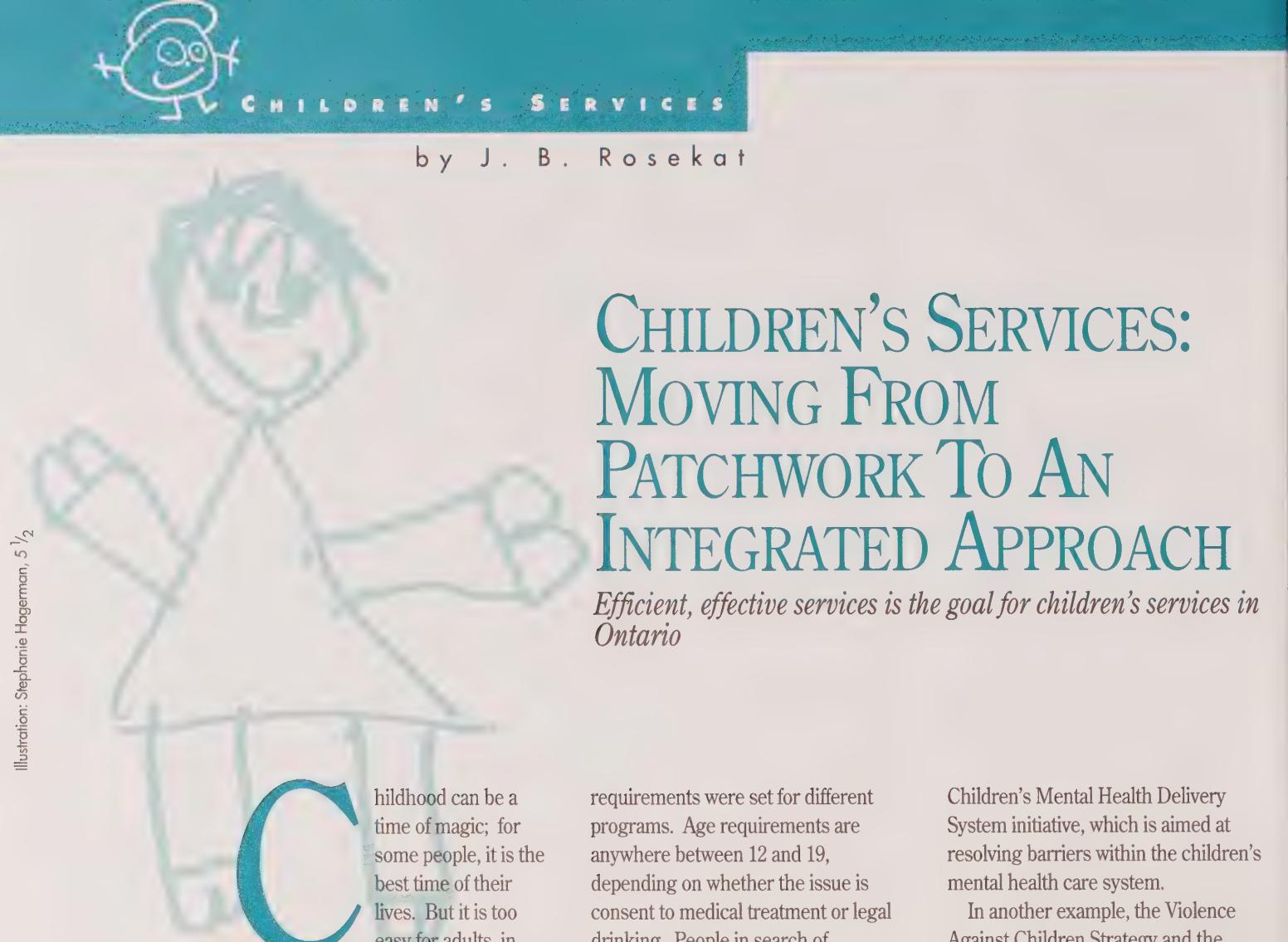
FOR SERVICES FUNDED UNDER THE CHILD AND FAMILY SERVICES ACT

Ontario Community and Social Services

Integration does not necessarily mean down-sizing agencies or consolidating existing agencies. The purpose of integration is to improve services and ensure that resources are wisely used. While in some cases this may mean reducing the number of agencies, in other cases these goals may be met by better collaboration among service providers. □ — J.N.



by J. B. Rosekat



CHILDREN'S SERVICES: MOVING FROM PATCHWORK TO AN INTEGRATED APPROACH

Efficient, effective services is the goal for children's services in Ontario

Illustration: Stephanie Hagerman, 5½

**People in search
of appropriate
services for a
child sometimes
visit ministry
after ministry.**

Childhood can be a time of magic; for some people, it is the best time of their lives. But it is too easy for adults, in retrospect, to believe the myth that children are oblivious to the sombre realities of life, or unaffected by them. There are children who struggle from day to day simply to survive.

Poverty, abuse, poor health and lack of sufficient education are only a few of the difficult problems that some children face on a daily basis.

Over the years in Ontario, the government has taken many initiatives to try to ease this life-crushing struggle. The "system" of child-oriented services that resulted is actually more of a series of government-run or -funded services that developed in response to perceived needs. A problem would be identified, and a service would be created to help fill that need.

Difficulties arose as this patchwork approach to children's services developed. Different eligibility

requirements were set for different programs. Age requirements are anywhere between 12 and 19, depending on whether the issue is consent to medical treatment or legal drinking. People in search of appropriate services for a child sometimes visit ministry after ministry, trying to fill their individual and unique needs through a variety of different services.

In a recent document collated by the Integrated Services for Children and Youth Secretariat, some 41 government initiatives are identified, involving nearly every government ministry.

For example, *Better Beginnings, Better Futures* is a program that is investigating various community-based projects designed to improve the situation of children and families in economically challenged communities. This project involves the three ministries that carry much of the weight of children's services: Community and Social Services, Education and Health. The same three ministries are involved in the

Children's Mental Health Delivery System initiative, which is aimed at resolving barriers within the children's mental health care system.

In another example, the Violence Against Children Strategy and the Aboriginal Family Violence program concentrate on co-ordinating government strategies in order to address more directly these important issues. These two projects involve the efforts of 10 or more individual ministries as well as a few other bodies, such as the Ontario Women's Directorate and the Native Affairs Secretariat. Just as many ministries are involved with child care reform which has the goal of developing and implementing new child care policies, legislation and funding.

In the middle of the spectrum we have such programs as the Review of Safeguards in Children's Residential Programs and the Child Abuse Screening Project. Up to five ministries are involved in these projects, both of which work on eliminating the risk of child abuse by *continued on top of the next page*

continued from previous page
adults who work closely with children.

We can easily understand why the children's service "system" is not really a system at all. Not only is there a multitude of different ministries offering an abundance of different services, there is also no consistency to which or how many ministries are involved. The system as it exists is not achieving the best possible results. Money is not being used as efficiently as it can be, and some cases slip through the cracks

between ministries.

Co-ordination, improved communications links, and cohesive planning will eventually establish a true system that can provide the best possible service, efficiently and effectively. The Interministry Committee on Services for Children and Youth has undertaken this task, and its work is being carried out through the Integrated Services for Children and Youth Secretariat (see the story on the next page).

Together, they are working toward a

true system of services for children — one that is easily accessible, economically efficient, and most of all, one that achieves the best possible quality of programs for children and their families. □

J. B. Rosekat is studying English at the University of Waterloo in its co-operative education program. He spent two of his work terms at the MCSS Communications and Marketing Branch. This article was adapted from a paper he wrote after his first work term at MCSS.

**Co-ordination ...
will eventually
establish a true
children's
services system.**

A SECRETARIAT FOR CHILDREN AND YOUTH

One of the most important steps on the road to the integration of children's services was taken with the establishment of the Integrated Services for Children and Youth Secretariat.

The Interministry Committee on Services for Children and Youth — with a membership that includes assistant deputy ministers and other managers whose ministries have an interest in promoting the healthy development of children — has been expanded to include a broader range of ministries representing the social policy and justice fields. And, as of August 1992, it has dedicated staff support with the establishment of the secretariat.

The co-ordinator of the secretariat is Suzanne Hamilton, who was project manager with the Strategic Directions in Child and Family Services Unit in the MCSS Children's

Services Branch prior to her new position.

One of the main tasks of the secretariat is to achieve more effective, efficient and co-ordinated service for children, youth and families. It also aims to increase the degree of co-ordination between ministries on major related research projects, so that we can make the best possible use of the learning from the research and make the most efficient use of research funds.

"We believe that all children of all backgrounds should achieve their optimal level of physical, mental, emotional, spiritual and cognitive development," says Suzanne.

Current knowledge about the needs of children and families is shifting our focus to healthy child development — and is emphasizing our need for collaborative efforts between different service sectors.



Suzanne Hamilton

"We have a tremendous amount of commitment from various sectors for promoting healthy child development," says Suzanne.

The Integrated Services for Children and Youth Secretariat is on the 24th floor of Mowat Block, 900 Bay St., Toronto M7A 1L2 (tel: 416-325-2166; fax: 325-2172).



by Julia Naczynski



More than 4,000 children have received services through the Integrated Services for Northern Children program since its inception in 1989 — services such as speech pathology and physiotherapy that they otherwise probably wouldn't be able to obtain near their home communities.

ISNC is an interministerially-sponsored effort to create a service delivery program of integrated children's services for children with multiple problems who live in rural and remote communities in northern Ontario. This joint undertaking includes, besides MCSS, the ministries of Education, Health and Northern Development and Mines, 18 northern Ontario community agencies and three northern Ontario school boards.

(Editor's note: We last reported on it in

HELP FOR KIDS IN THE NORTH

Integrated Services for Northern Children has been a boon to children with special needs who live in remote communities

the Winter 1991 issue of Dialogue.)

Interdisciplinary teams (called "resource groups") of children's services professionals have been formed in the six major population centres — Timmins, North Bay, Sudbury, Sault Ste. Marie, Thunder Bay and Kenora. Members of these teams travel from these centres out to the rural and remote communities of northern Ontario to provide assessment and treatment services to children and their families. They are linked to the rural communities through a network of 39 satellite workers.

The 118 staff positions includes psychologists, psychometrists, speech-language pathologists, physiotherapists, occupational therapists, special education staff members, satellite workers (who are rural-based case managers) and support staff. Co-ordination is provided by three ISNC area co-ordinators (one co-ordinator position is vacant) and six ISNC program managers.

The ISNC is now more than 94 per cent staffed. "The one area in which ISNC has been unable to recruit full-time staff members is child psychiatry," says Cynthia Lees, regional co-ordinator for ISNC and northeast area co-ordinator. The six positions are currently being filled on a part-time basis.

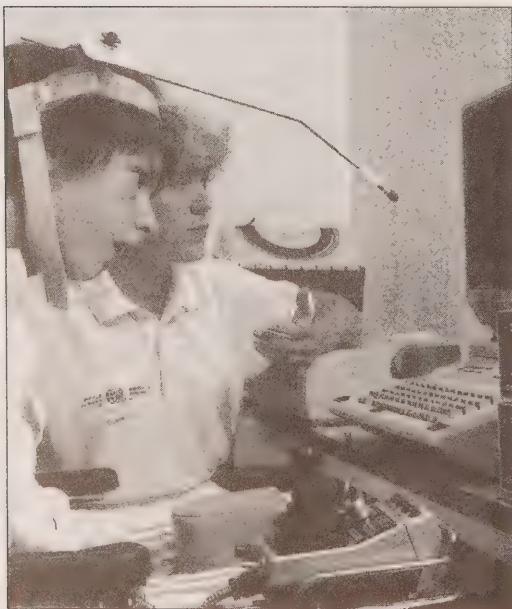
In the early stages of the program, the ISNC co-ordinators played a major role in recruiting professional staff. At

that time, recruitment was done through national advertising, promotional materials about the program and attendance at professional conference and meetings. Now that the program is fully operational in all six sites, the ISNC program managers and the sponsoring organizations (transfer payment agencies) have largely taken over the recruitment function, notes Cynthia. "Recruitment efforts now are targeted to fill specific positions in specific sites."

ISNC continues to rely upon the Northern Bursary Program as a source for some of its new recruits. This program provides financial assistance to help professionals in the north to go back to school and upgrade their qualifications, and attracts professionals from southern Ontario to work in the north — with the hope that they'll stay.

"The Northern Bursary Program has been particularly helpful in finding psychologists and psychometrists for ISNC," says Cynthia. "For example, four of the five current ISNC psychologists were NBP recipients."

A recent evaluation report indicates there are high levels of satisfaction by the parents and guardians of children who have received services from ISNC. In addition, the vast majority of organizations and professionals who have participated in the program are very positive about the ISNC model of integrated service delivery. □



A JOINT APPROACH PROVIDES MORE COMPREHENSIVE SERVICE

Since January 1989, two agencies have collaborated to provide counselling services to the Guelph area.

The Wellington County Sexual Abuse Treatment Program is jointly operated and administered by the Community Mental Health Clinic (CMHC) and Family and Children's Services (FACS) of Guelph and Wellington County.

CMHC offers individual, dual and family counselling to survivors of sexual abuse as well as individual offender treatment. FACS offers the group component, with some groups co-led with CMHC staff.

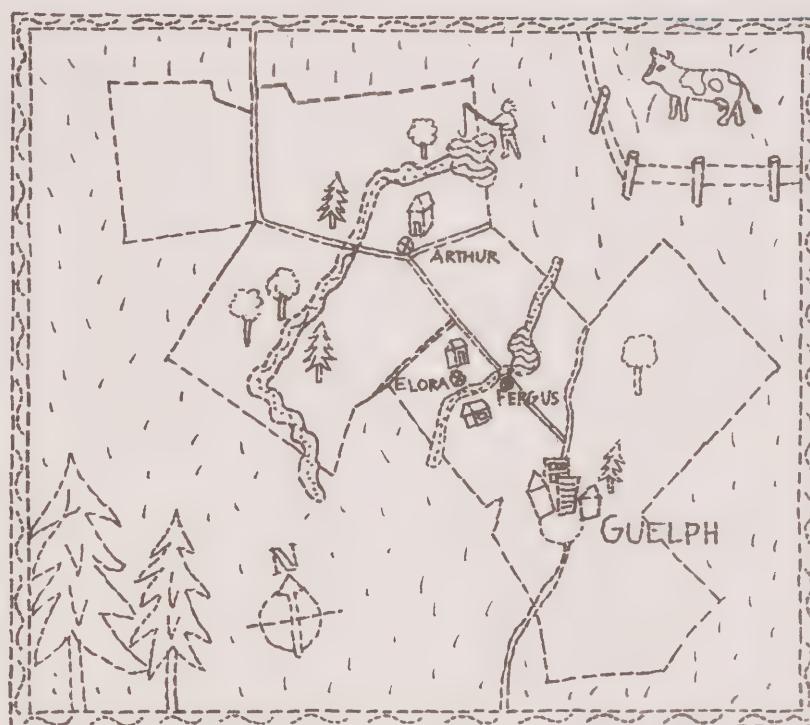
Prior to the start-up of the joint program, says program supervisor David Dirks in the Guelph Local Office, "FACS offered groups, and the remaining service — if provided at all — was delivered in a fragmented manner." This joint approach helps to provide a more comprehensive service.

Two co-ordinators — one from each agency — and their managers comprise the joint management team. The cost is about \$235,000 per year.

The ministry funds all of the CMHC portion and cost-shares the FACS portion, paying 80 per cent. The local United Way Social Planning Council worked with David and the agencies within the children's services planning process to

achieve this collaboration. □

Rick Finch is the program director at CMHC and Glory To is the resources manager at FACS. For more information, contact them, or David Dirks at (519) 822-7500.



HELPING KIDS AT SCHOOL

The Alongside School Program in Guelph and Wellington County is a joint program of the separate school board, the public school board and the Community Mental Health Clinic. This program aims to help troubled children with individual counselling, classroom-based activities such as development of conflict resolution skills, and group counselling (such as grief counselling).

In co-operation with the two school boards, a process was developed to

identify two "high-risk" schools, one in each system, in which to house the program. Individual case management is provided to a very small number of children throughout the school system.

"The intent is to build the resources within each school, its surrounding community and professional staff to a point where the program can move to another site," says Guelph Local Office program supervisor David Dirks. When that happens, CMHC would continue to consult.

Prior to the official start of the

program in September 1991, notes David, there was no other program like it in the area.

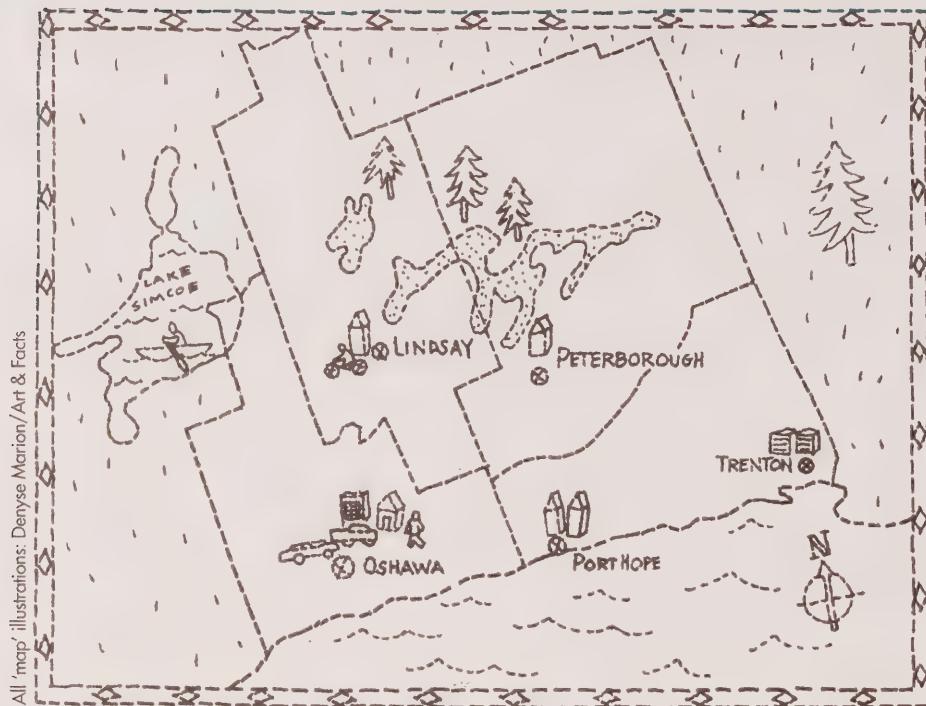
The cost of the program is about \$170,000 per year. Negotiations are underway to have the Centre for Social Welfare Studies at the University of Guelph conduct an evaluation of the program.

For more information, contact Rick Finch, program director at CMHC, or David at (519) 822-7500. □ — J.N.

**Troubled
children receive
individual
counselling and
classroom-
based activities.**



CO-ORDINATED SERVICE FOR YOUNG OFFENDERS IN PETERBOROUGH



All 'map' illustrations: Denyse Marion/Art & Facts

The Peterborough Young Offenders Management Council (YOMC) brings a co-ordinated approach to the young offender network of service providers in the Peterborough area.

The YOMC was created as a result of a Peterborough Area Young Offender System On-Site held in July 1989. This included representatives from Phase I services (for 12- to 15-year-old young offenders) in Durham, Peterborough, Northumberland and Victoria counties. The group identified a need for a more effective management body, as well as a need to share information across the YO system.

The council meets one day a month and includes a ministry representative, the provincial directors for young offenders, and the executive directors of the area's two court clinics as well as

those of the open and closed custody facilities and of the John Howard Society and two youth programs.

The council operates on a consensus model — meaning all members of the council, including the program manager, must agree on and advocate for all decisions made by the council. The council has assumed responsibility for decisions regarding each agency's service plan, including their base funding, fiscal one-time funding and special program requests. (System accountability continues to remain with the ministry.)

Thanks to co-operative programming, the council has been able to create a shoplifting/anger management program, and has assisted in the funding of

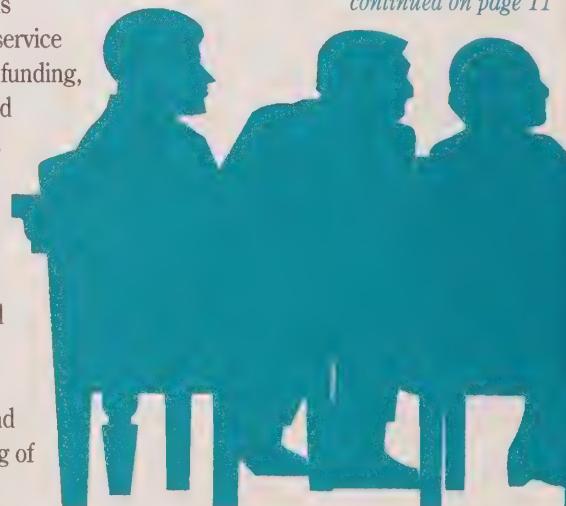
a program to help sexual perpetrators. Also, the council has assumed training responsibility for the service network and provides a range of training programs as well the training and development of a Critical Incident Response Team (which assists network people in dealing emotionally with traumatic events or crises).

The council has even developed its own customized software to assist with case management and information-sharing. The Peterborough YOMC Administrative and Case Management Software, as it's called, is user-friendly and responsive. So far, three agencies have been automated (a probation office, open custody-detention facility and a court clinic) at a total of seven sites, plus a central server where all sharable data is stored for access.

Through uploading to the central computer, this form of networking will result in the ability to track youths more efficiently, and to communicate and manage cases through the system much more effectively and efficiently

continued on page 11

The group found a need to manage more effectively and to share information.



A GAMUT OF CHILDREN'S SERVICES UNDER ONE UMBRELLA

Family and Children's Services of Dufferin County is one example of an agency that provides virtually the whole range of children's services in its jurisdiction.

This agency and its board of directors looks after the gamut of children's services needs for Dufferin County, which has a population of 47,000. It does this through three associated organizations: the Dufferin CAS, Weston Jacob Centre and Community Supports.

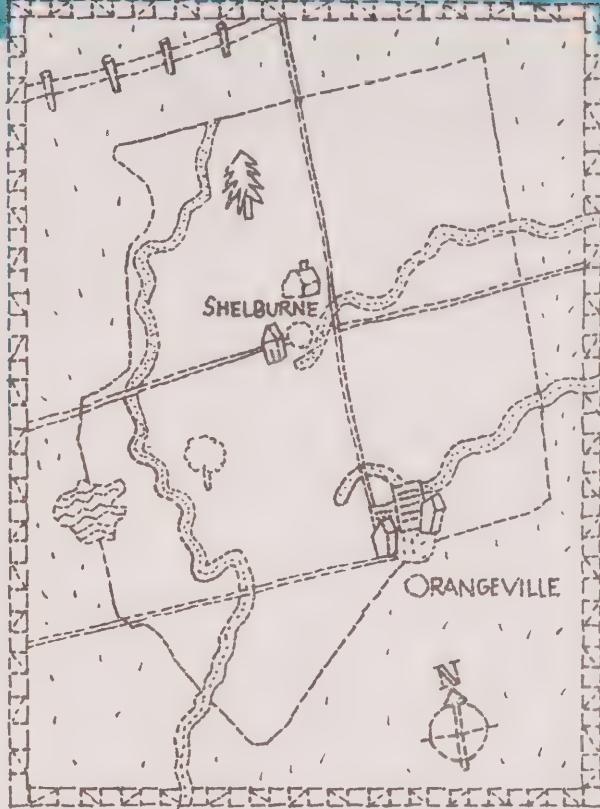
Dufferin CAS, with about 14 staff, looks after child welfare. Weston Jacob Centre, which has separate offices but is part of the same organization, provides children's mental health services through its six full-time and one part-time staff. Community Supports, with five full-

time staff, provides support services to people with developmental disabilities and their families.

By working together as an umbrella organization, the three can serve 650 clients annually and provide more comprehensive services than they could individually.

For example, the CAS might bring a child into care for protection reasons; this child might also need mental health services and access to a specialized foster care treatment home operated through Weston Jacob. Another example might be the CAS working with a family whose child has a developmental disability, and who might receive assistance from a family resource worker at Community Supports.

Rob Bassford, program supervisor at the Mississauga Area Office, says



that this co-operative approach is partly out of necessity due to the size of the community, which is small and rural. But it's also reflective of an agency taking an integrated approach to children's services. □

For more information about the Dufferin County programs and services, contact Rob at (416) 897-3126. - J.N.

continued from page 10

— including the potential to develop research capabilities in the future.

With adequate funding it's hoped that the whole network of services will become automated.

The regular review of an accurate Spectrum of Services is leading the

council toward more innovative, coordinated and integrated services as a necessary and creative response to fiscal restraint. The Spectrum of Services is a charting of all services to young offenders — the full range, from those provided to young people who have been identified as high-risk youngsters not yet part of the YO system (such as kids who create disturbances in school or who have received a warning from the police) to those receiving intensive services in a residential, secure-custody setting.

The YOMC serves 1,200 young people per year with its \$6.1 million in funding, and of that, 69 per cent of the funding goes toward residential services, which are the most costly and most intrusive kinds of programming, says program supervisor Frank Biasucci. "Imagine what we could do if

we could put more of those resources into the front end of the system" so that they reach high-risk kids while they're still in their homes in the community.

"This collaboration among agencies will lead to a different way of managing services and community involvement in those services," predicts Frank. □

Frank has been a driving force behind this project, with the approval of the Peterborough Area Office. If you would like more information, contact Frank at the Peterborough Area Office Community Services Unit (705-742-6415) or David Tonge, chairperson of the YOMC, at the Kawartha Family Court Assessment Service in Peterborough (705-748-3220). - J.N.





A "MARRIAGE" OF AGENCIES TO SERVE YOUTH BETTER

Two Toronto agencies that provide counselling and support services to children and youth are uniting so they can provide better services to their clients.

"It's our belief that a joint operation of this nature works together to create an organization that is stronger and offers a greater spectrum of programs than they could individually," says program supervisor Fred Campbell of the Toronto Area Office. "It's more effective — and it's more efficient."

Clifton Youth Services and Turning Point Youth Services have formed a joint board of directors and is becoming a single entity with one executive director, says Fred.

Turning Point is the larger of the two agencies and provides counselling services for street youth. The eight full-time counsellors provide counselling to between 50 and 80 young people per day. Turning Point also operates a hostel and three smaller residential programs that total 24 beds.

Clifton Youth Services offers a residential program at two locations for a total of 26 beds. It aims to direct its services to the younger group in need of child welfare and young offenders' services but has seen a rising need for services to the older transitional age group, says Fred. "There's no question that this merger will save money, yet also provide a broader spectrum of services for

young people, creating better opportunity and higher flexibility to provide more services for this population," says Fred. Efficiencies will be realized through building occupancy and support functions such as accounting and human resources.

Fred says that there should not be any significant changes in staffing; as positions have been vacated they have been left unfilled. The executive director, Uri Igra, is working for the joint board of directors and eventually will direct operations for the single

legal entity (a name for the joint operation has not yet been chosen).

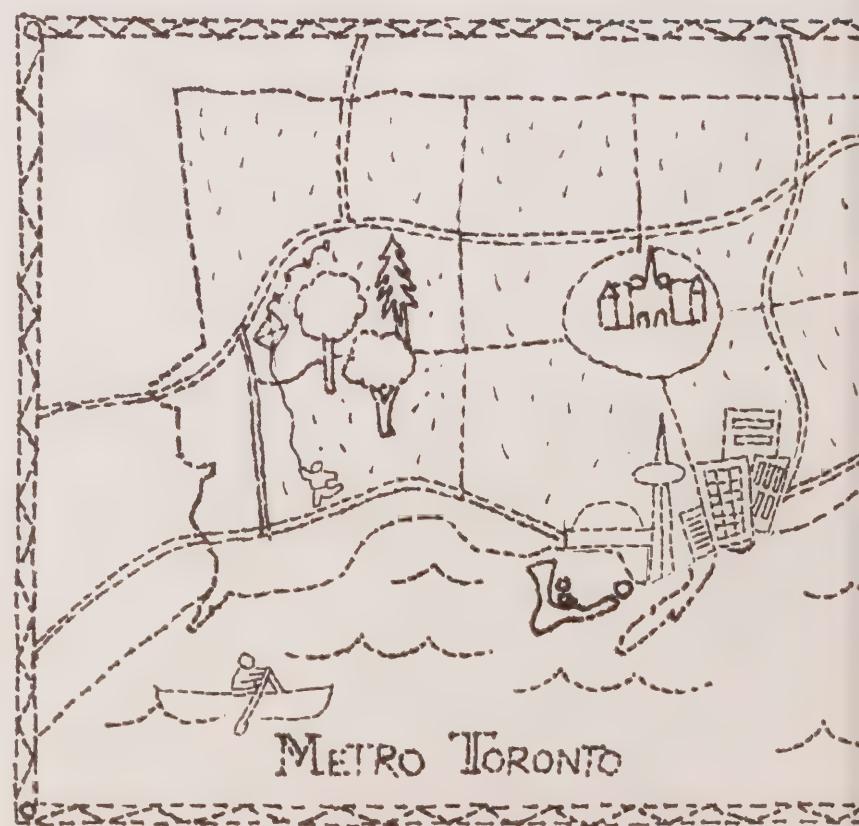
"The chairpersons of both of the boards" — Rob Ellis for Clifton Youth Services and John Hamby for Turning Point — "along with their boards, have worked hard to make this a single organization," says Fred. □

For more information about how this project works, contact Fred Campbell at Toronto Area Office, Children and Youth Services Unit (416-325-0585).

— J.N.

"There's no question that this merger will save money, yet also provide a broader spectrum of services."

— program supervisor
Fred Campbell



METRO TORONTO



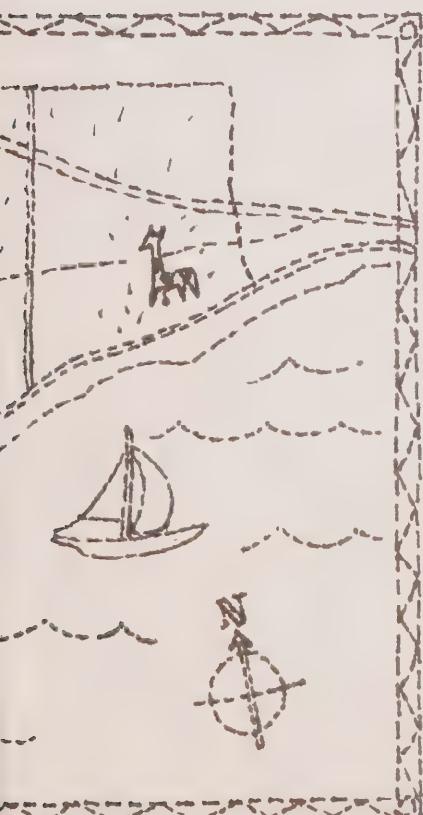
by Sandy Rideout

FAMILY BUILDERS: MAKING FAMILIES STRONGER

Three agencies are combining their efforts to help keep families together

Children of families in crisis get a chance at stability through an innovative, collaborative project of three Toronto children's welfare agencies.

The Family Builders program provides intensive and early intervention to troubled families in an effort to prevent admissions of children to foster care.



The two-year pilot project is the co-ordinated effort of the Catholic Children's Aid Society of Metro Toronto, the Children's Aid Society of Metro Toronto and Jewish Family and Child Services. MCSS is the major source of funding.

"This is an example of creative programming to support and empower the family," says Toronto Area Office program supervisor Douglas Saunders.

Family Builders also makes good sense from the standpoint of social work practice. Children thrive in a stable environment with their own parents. A move to foster care threatens a child's sense of security as well as parental self-esteem.

Families are referred to the Family Builders program only if the children are in no danger and at least one parent is willing and able to participate actively in the program. A social worker spends up to 20 hours a week working alongside a family in its home to help establish more effective ways of interacting.

Counselling helps defuse the potential for violence, stabilize crises, strengthen family bonds, and increase skills for coping with day-to-day life.

Both parent and child are empowered by setting their own goals and working toward them, first with a social worker, then through other

formal and informal resources.

Families generally participate in Family Builders for four to six weeks only. Research has shown that people are more receptive to intervention for a short, intensive period following a crisis.

However, families are not abandoned once formal participation in Family Builders ends; the program promotes establishing links to other services. Parents learn where to look for the help they need.

As of December 1992, 101 families had participated in Family Builders. Early reports are encouraging. Eighty-five per cent of children participating saw an improvement in the quality of family life and remained in their homes.

Wilfrid Laurier University's Faculty of Social Work is evaluating the program. If Family Builders is a success, it may permanently alter the way service is delivered to high-risk families. □

For more information, contact program supervisor Douglas E. Saunders at the Toronto Area Office (416-325-0585).

Sandy Rideout is a communications officer with the MCSS Communications and Marketing Branch.



**"This is ...
creative
programming to
support and
empower the
family."**

— program supervisor
Douglas Saunders



THE CHILDREN'S SERVICES NETWORK: A CONFEDERATION OF SERVICE

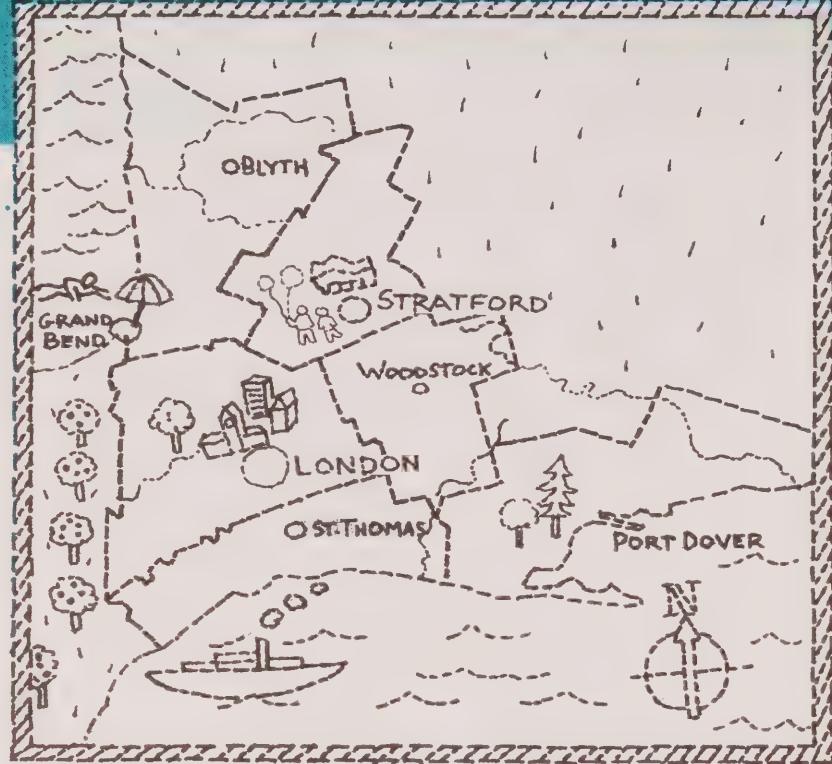
A major integration initiative in the London area is projected to begin in April, with full implementation sometime this fall. This integration plan is the Children's Services Network, a confederation of child and family services in the seven-county London area designed to co-ordinate access to specialized residential services within the area.

A system has been designed in which all decisions about admissions to Children's Mental Health (CMH) and Child and Family Intervention (CFI) funded services will be co-ordinated at the Tier 2 (area-wide) level. Tier 1 refers to the local, county decision-making process which will take place. A common information base and documentation materials have been approved as well.

Several years ago, the London Area Office initiated a meeting of some 50 service providers across the seven counties which was called Making It Work Better. The purpose was to begin discussions about improving access, particularly equity of access, to limited residential resources in the area. Following a long and challenging process, agencies have agreed to a set of service principles and to the model in principle.

At the present time, final feedback from the community and service providers is being elicited.

*Jan Lubell
Program Supervisor, London*



HALDIMAND-NORFOLK INTEGRATES ITS AGENCIES

Five service providers in Haldimand/Norfolk — the CAS of Norfolk, the CAS of Haldimand, Marriage and Family Services, the Children's Mental Health Services and the Haldimand-Norfolk Women's Shelter — have been working together since early 1992 to develop an integration plan for their agencies.

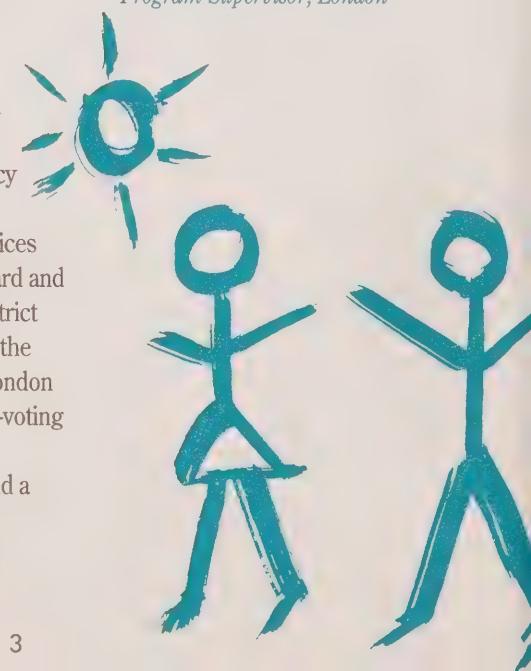
An Integration Task Force (ITF) has been established with two board members and the executive director of each agency (one vote per agency), the president of the Children's Services Co-ordinating and Advisory Board and the executive director of the district health council as members and the program supervisor from the London Area Office as an ex officio, non-voting member.

Regular meetings are held and a consultant has been retained to develop an implementation plan following a joint proposal of the

ITF and the Children's Service Planning Group. The projected closure of Marriage and Family Services has created an urgency to review the needs and priorities in the region and the decision-making process.

There are multiple levels to the integration process in Haldimand/Norfolk and it would be an interesting example of a rural, relatively under-resourced community in a project of wide-ranging significance. Included are the amalgamation of the two CASs, and a sharing of resources and program development among the agencies. □

*Jan Lubell
Program Supervisor, London*



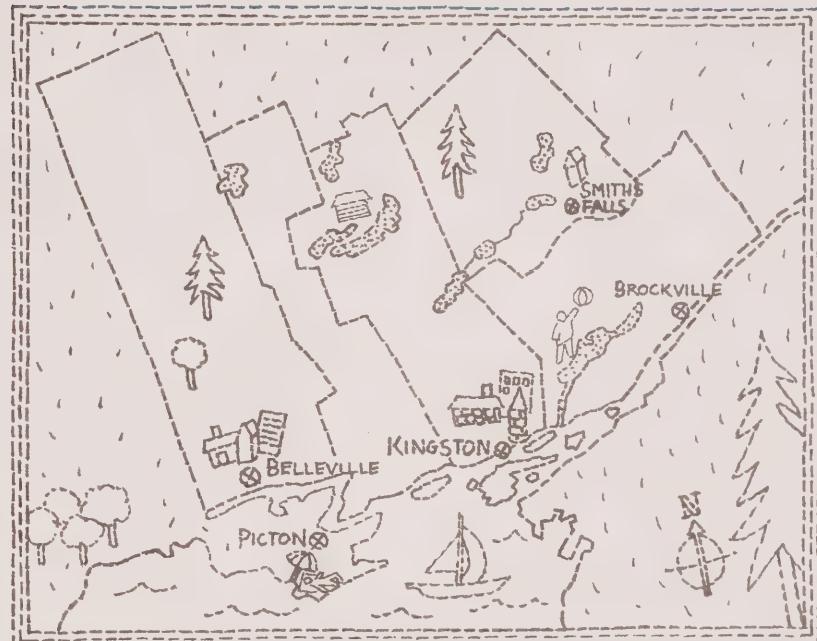


RESTRUCTURING CHILDREN'S MENTAL HEALTH SERVICES

The Kingston Area Office is working with local agencies and planning bodies to restructure children's mental health (CMH) services in the six-county area.

In the summer of 1991, three of the area's major CMH agencies began discussions about the need to provide services differently. Fragmentation, duplication, long waiting lists and difficulty of access were just a few of the problems the agencies and area office wanted to address.

Formal and informal planning groups in the counties are working with the CMH service providers collaboratively to provide the area office with plans to delineate a



restructured model. The planning bodies are responsible for consulting consumers and other community members so that there is a broad collaborative base; the area office has involved the district health councils, boards of education and hospitals as colleagues who share responsibilities for services to children.

An area office advisory committee of community members has been formed which will review the counties' plans and make recommendations to the area manager. The members are from the ministries of Health and Education, the United Way, business representatives, the local labour council, front-line agency staff and area office staff.

After the plan is reviewed within the framework of principles and ministry directions, it will be revised and resubmitted for approval.

Implementation is scheduled for spring of this year, with a two-year period of transition.

One concern is how services will be provided during the transitional phase. "Services will need to be provided during this period, existing physical sites may be operating while new ones are being sought, and so on," says Alia Hobgen, program supervisor with the Community Services Unit at Kingston Area Office.

The Southeast Region is in the process of developing a framework on restructuring and among the issues that have been identified are transitional planning and one-time costs. □

For more information about this project, contact Alia Hobgen at the Kingston Area Office at 613-545-4503.

— J.N.

Duplication,
waiting lists and
access are a
few of the
problems being
addressed.





by Margaret Osmond

SPECIAL CARE FOR FOSTER KIDS

Families that have specialized training are helping emotionally-troubled kids in a home environment

Treatment foster care is a "made in Ontario" innovation. Through special training and support for foster homes, residential treatment is provided in normalized family settings.

Invented almost two decades ago, the model has become accepted as a clinically-responsible and effective way

of providing cost-efficient residential treatment to emotionally-disturbed children. Hundreds of these programs have sprung up in Canada and the United States.

The Treatment Foster Care Program of the children's aid societies of Durham, Kawartha-Haliburton, and Northumberland grew out of an inter-agency co-ordination project operated

in the late 1980s. One of the recommendations coming out of the project was the need for more residential treatment beds in the Peterborough area.

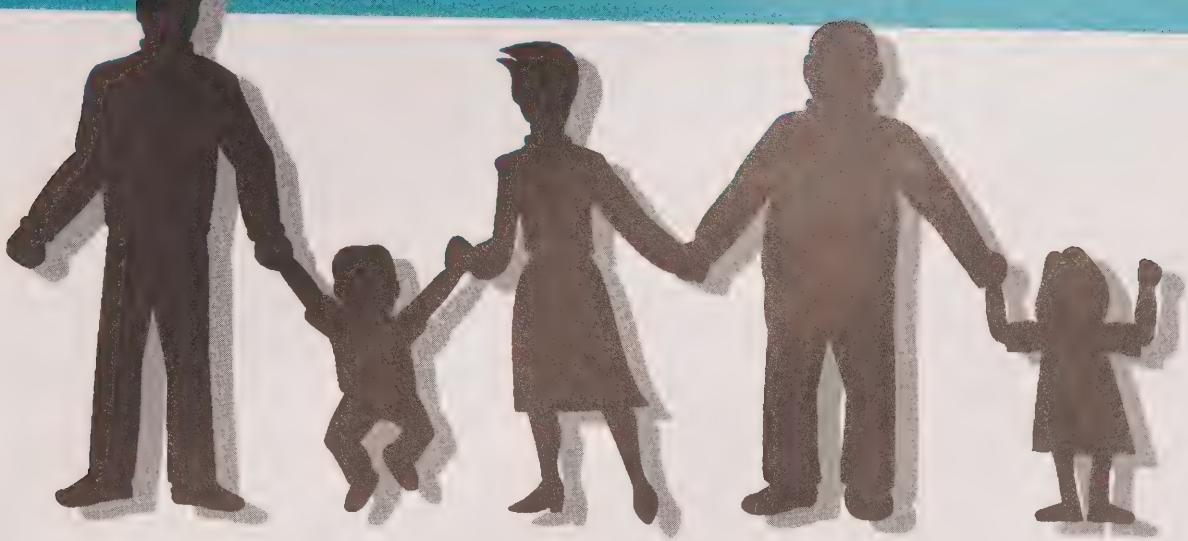
"We felt that treatment foster care beds were the preferred option, as we could provide the societies with high-quality services to children in their home communities, with the additional

"We felt that treatment foster care beds were the preferred option."

— Greg Dulmage,
Northumberland CAS



Treatment foster care program staff (from left to right) Dr. Marshall Dorosh, Mary Jones, Duane Durham, Margaret Osmond and Andy Leggett. Absent are John Keating and Ed Hagedorn.



benefit of being less costly than traditional alternatives," says Greg Dulmage, executive director of the Northumberland CAS.

Working closely with the Peterborough Area Office, representatives from all three societies were able to develop a proposal for a program. Eventually it was funded as a pilot project through the foster care initiatives fund administered on behalf of the ministry by the Ontario Association of Children's Aid Societies.

Operating separately, the agencies would have been forced to build small, minimally-staffed programs to keep costs down; but by pooling resources, the three agencies were able to develop a powerful clinical service.

A team of seven from the disciplines of social work, psychology, child and youth care and art therapy came together to provide intensive clinical assessments, treatment planning, training and supervision to 13 foster homes drawn from the foster care pool of the participating agencies. A total of 26 residential treatment beds were created.

In October of 1989 the program "opened for business" and within six months a well-developed treatment foster care program was in place. In the first year of operation, 13 children were placed, with full capacity reached mid-way through the second year.

Collaboration issues were expected, and of course, arrived on schedule. "Three child welfare agencies, each with their own management style,

service environments, policies and procedures, were trying to line up their thinking and practices to support efficient functioning of a shared program," says Greg.

This was done by operating two guiding committees. The executive committee, made up of directors of the CASs, ministry program supervisors and the manager of Children's Services, heard monthly reports on the program's progress and provided financial and policy decision-making channels. On an operational basis, an advisory committee made up of key staff members from the three CASs offered advice and input. Despite the complexities of operating in a collaborative way, a management review towards the end of the second year showed that the program had established a highly functional management environment.

"On the service level we were delighted to find that the model was surpassing our expectations in terms of the level of difficulty of children which could be serviced, willingness of foster parents to rise to meet new challenges, and the effectiveness of the clinical work being done by our foster parents," says Margaret Osmond, supervisor of the program.

A file review conducted by ministry program supervisors and a comparison study of 72 children in group care and 32 children in treatment foster care was completed. "We were able to establish that the program was able to service the same population which had

traditionally only been served in group care," points out Kevin Sullivan, program supervisor with the Peterborough Area Office and co-author of an earlier study on placement of children in group homes. The Peterborough Area was able to provide 7,567 days of care through treatment foster care as opposed to other institution types (i.e., group homes) with fiscal savings of \$294,000.

A final program evaluation study was released in May 1992 with outcomes clearly indicating that the program had met its objectives of reducing reliance on expensive purchased group care, increasing placements in local communities, and providing effective service. (A copy of this study is available in limited quantity by contacting Jim Macniven at the Peterborough Area Office.)

Aside from the direct benefits to the children served, there was a clear benefit in pooling the expertise, energies and commitment of the participants. Collaboration brings its challenges, and in solving them much was learned about how to collaborate well. Participants in this project at the ministry, CAS and program levels were all gratified to have had an opportunity to be involved in this venture.

In December 1992 the project was made a permanent part of the services of all three CASs. □

Margaret Osmond is supervisor of the Treatment Foster Care Program.

By pooling resources, the three agencies were able to develop a powerful clinical service.



CHILDREN'S SERVICES

Story by Brenda Pilley
Photos by Doug Sutherland

A RESOURCE FOR CHILDREN AND FAMILIES

CPRI is tackling children's service needs with a strategic plan and the help of parents and community partners

CPRI, or Child Parent Resource Institute, provides diagnostic, assessment and short-term treatment services for children with developmental

handicaps, psychiatric or emotional disturbances, behavioural disorders and multiple handicaps. The centre, located in London, provides residential and non-residential services to 1,500 children and their families in the

Southwest Region.

The 1990s have introduced times of constraint for programs and agencies across Ontario. The growth of past decades is giving way to innovative thinking about how more can be done with less. Gearing the process for change, however, is not easily achieved and dealing with these constraints when so many stakeholders are affected tends to require complex solutions.

CPRI is fortunate to have a strategic plan to serve as its guiding force for change. The process of having prioritized programs and services is proving to be beneficial in today's decision-making regarding constraints.

In 1989, CPRI undertook a major role review to examine programs and services and to contemplate how to best utilize resources to meet the priorities of the communities it serves. The process involved all staff members and community consultation through questionnaires, interviews and community focus groups which served as the ongoing essential components of CPRI's strategic planning process which was undertaken during 1990, culminating in a strategic plan in 1992.

The strength of the strategic plan lies in the process whereby extensive consultation with clients (children and families), the regional office, area



Jenna Brubacher plays with brother Michael, who takes part in a CPRI program

offices, community planning groups and the CPRI Regional Advisory Board all contributed significantly to shaping the new direction of CPRI. The directions and goals outlined in the strategic plan were highly endorsed by the organization's stakeholders and approved by the CPRI Regional Advisory Board.

With a view to meeting the challenges of the future, CPRI has developed a number of new programs in order to align its resources with the goals of the strategic plan, while at the same time continuing to respond to the growing needs of the children and their families. Community collaboration has played a strong role in helping to meet these needs in times of constraints. This will serve to avoid duplications of service and at the same time strengthen ties with community partners.

WORKING WITH THE COMMUNITY: *The Community Service Program and Camp Wan-Ami skills camp*

CPRI's Community Service is facilitating a pilot project to decentralize intake services to Bruce-Grey and Waterloo/Wellington counties. The purpose of this project is to move CPRI's front door into the community in order to be closer to the more distant parts of the catchment area.

Individuals from these communities, who are familiar with the local service network, will be hired to process referrals to CPRI, ensuring that all local service options are exhausted before the child and family receive CPRI's services and ensuring that CPRI's efforts are well-integrated with programs available locally.

These pilots will be evaluated to determine whether the goals of more equitable and streamlined access to

CPRI's services are achieved.

The summer of 1992 saw the start of a new camp program designed to provide disadvantaged children in the London community with the opportunity to develop appropriate social skills in a recreational setting.

The program was an initiative of the London Co-ordinating Council of Children and Youth Prevention Committee and developed as a community partnership with steering committee representation from CPRI as well as a number of community service agencies.

As a result of the success of this summer camp, the program has continued throughout the winter and community funding has been secured for the summer of 1993.

continued on page 18



Parental involvement is an important component in many of CPRI's programs. Here, the Hiemstra family plays with daughter Sara with stimulating toys.

RESEARCH

Research continues to be a high priority for CPRI in areas of laboratory, medical and social sciences.

A research and program evaluation fund was established in 1991-92 to encourage evaluation and further strengthen research in all clinical programs with an emphasis on outcome measures. Research has also been conducted in collaboration with community organizations and the University of Western Ontario. Research funding has been awarded to CPRI by the Social Services and Humanities Council of Canada, the Medical Research Council of Canada and the Ontario Mental Health Foundation, the Hospital for Sick Children Foundation and the Canadian Down Syndrome Society.

Tony Rupar in the laboratory setting, studying MCAD deficiency, a genetic disorder of fat metabolism.

EDUCATION

CPRI's Home Visiting Program for Infants presented a series of educational workshops for community preschool teachers and child care staff.

Topics covered were in response to a questionnaire sent to local preschools and child care centres. These topics ranged from family issues for the child with special needs to toys that are most beneficial for the preschooler.



Parents learn about the importance of infant stimulation.

PARENT INTERVENTION: THE SPIF PROGRAM

In an effort to tackle the growing waiting lists for assessment and treatment at CPRI, the Psychology Department has developed a parent intervention program called SPIF (Strategic Parent Intervention Focus).

This program has been designed to serve clients in the 2-to-12 age range who are on a waiting list at the referral pre-admission stage. It offers support to parents who are experiencing difficulty with their child such as non-compliance, temper tantrums, aggressive behaviours and parent-child conflict.

This program has significantly reduced the waiting period for receiving help in dealing with their child as parents in the SPIF program can now join these training sessions in fewer than six weeks.

COMMUNITY COLLABORATION: *Single-Point Access*

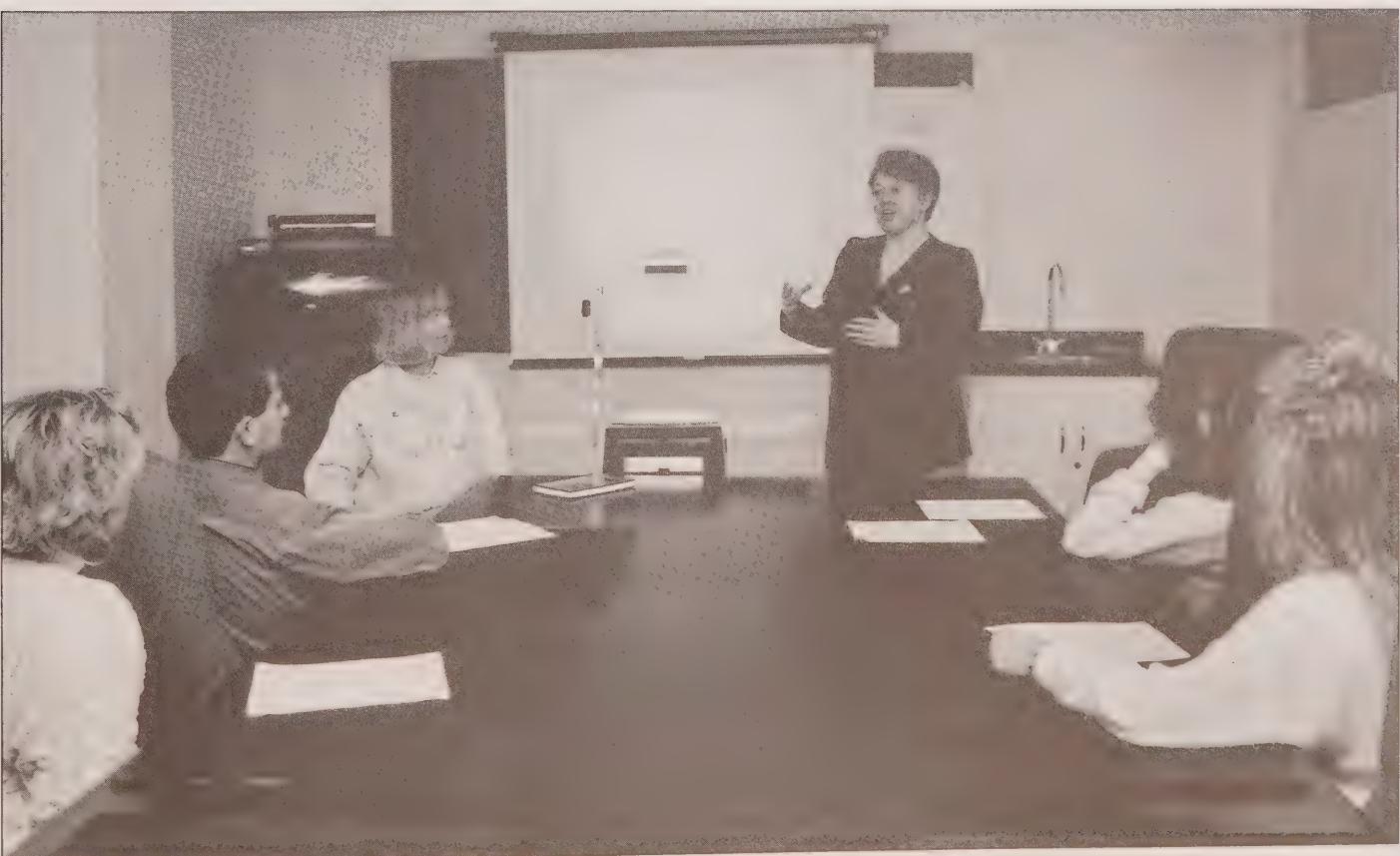
CPRI is participating in the planning and implementation of the London Area Children's Service Network (*see the story on page 14*). This is a mechanism designed to simplify access to children's service across the area.

There are several components to the plan including: 1) a central number for families to call to gain information and advice about any children's service in a particular county; 2) a central clearinghouse for all calls referred from London-Middlesex, where agencies will present calls that they are not accepting for service so that families need not shop from one agency to another; 3) an interagency process in each county in the London

area, to review challenging case situations to recommend creative community options or residential treatment; 4) a single point access mechanism for referrals on behalf of all children in the London area to any residential service in the area.

It is hoped that those processes will result in increased interagency collaboration, more creation solutions for children and families and more effective use of available resources. □

Brenda Pilley is the volunteer co-ordinator of CPRI in London.



Collaboration is a key word in CPRI's relations with the community and local agencies.

by Julia Naczynski

MAKING A BETTER WORKPLACE

The WDHP policy has evolved to cover harassment and discrimination on the job in the OPS

By now you've probably read or heard so much about harassment and discrimination in the workplace that it no longer has much meaning for you.

"Well, of course no one's in favour of harassment or discrimination in the workplace," you say. "Besides, it

hasn't got anything to do with me or my job."

Don't be so sure about that, says Shahid Akhtar, co-ordinator of the MCSS Workplace Discrimination and Harassment Prevention (WDHP) Policy.

"No matter who you are in this ministry, harassment or discrimination

has — or will have — a personal impact on you," says Shahid. You may be a victim of harassment or discrimination; or you may be accused of it, justly or unjustly. Or, as a manager, you may have to deal with it. Or, as a worker, it may happen in your workplace and the working environment — and perhaps your



Shahid Akhtar leads a workshop about harassment and discrimination at Thistletown Regional Centre.

relationships with your colleagues — will be poisoned by it.

The policy has come a long way from the time when the words "sexual" and "harassment" seemed to automatically come together. The policy now covers all situations and behaviour that belittle, demean or humiliate a person, such as gestures or jokes about someone's clothing or mannerisms. (See the box, "The WDHP Policy" on this page.) This is a far cry from the time when sexual harassment policies were specifically tailored to protect women workers from gender-based offensive remarks and behaviour.

The policy requires the OPS to be a harassment- and discrimination-free workplace, with the deputy ministers of each ministry responsible for ensuring that it is enforced. Shahid reports to the deputy for the purpose of this policy.

The evolution of WDHP "has brought about a real culture shift," says Shahid. It covers all staff, not just permanent, full-time employees. If you have a complaint about harassment or discrimination, you can state your complaint to any WDHP advisor. Or you can choose any manager in the hierarchy (not necessarily your own manager or supervisor) and that manager must act on it, and immediately.

And, the policy covers all situations where you are in contact with co-workers — not just the workplace itself. "If you go to a conference, that conference becomes your workplace for the purposes of the policy if you're there for work reasons," says Shahid. The same applies to the annual Christmas party, or a ball game. "Social situations do not give a person a licence to behave unacceptably."

The practice of assigning employees to certain types of positions based on their gender or race is prohibited under the policy to avoid any kind of ghettoization in the OPS. But the

THE WDHP POLICY

The OPS policy says that employees have the right to fair and equitable conditions of employment without discrimination or harassment on the grounds of gender, race/colour, ancestry, place of origin, ethnic origin, sexual orientation, age (16 to 64), marital status, family status, disability (actual or perceived), and criminal charges or criminal record.

Harassment is a form of discrimination which includes behaviour such as demands, threats, gestures, innuendos, remarks, jokes,

slurs, displays of offensive material, physical or sexual assault or taunting about a person's body, clothing, habits, customs or mannerisms. It can include inappropriate or unwelcome attention to or comments on a person's physical characteristics or appearance, or the refusal to acknowledge the need to accommodate an employee with a disability.

Poisoned work environments takes the form of offensive remarks or displays of offensive materials about particular groups of people.

policy does not cover systemic discrimination (where for example, hiring practices tend to exclude certain groups). This area is addressed by an employment systems review (ESR).

The ESR is being prepared under the auspices of the ministry. The ESR will study how we hire, interview, train and orient staff, as well as how and to whom benefits, promotions, secondments and other opportunities are distributed.

The WDHP was approved by Management Board Secretariat in December 1991. You might even remember receiving a purple-and-white brochure about it in one of your pay-cheque envelopes in April last year.

Since the policy was approved by MBS, there have been 12 formal complaints within the ministry. One of these involved allegations of sexual harassment and has been substantiated, with disciplinary action taken against the offender.

There are 48 WDHP officers throughout the province — staff who have been trained by MBS to provide information and advice, in confidence, about WDHP to anyone in the ministry, and to investigate complaints. (This, by the way, is the largest

contingent of WDHP advisors in the OPS.) Complaints are investigated by our Investigations Unit, headed by John Packer.

As soon as a complaint has been made and an investigator assigned, the investigator reports back to the deputy minister within 60 days. Then, within 15 days, the deputy sends a letter to the complainant, the respondent and management informing them of the outcome of the investigation.

Managers and supervisors are responsible for making sure their staff are aware of the policy and scope; all employees are required to attend at least one information session about the policy. These sessions are mandatory for managers and essential for all other staff. Managers should arrange these sessions either through WHDP advisors or contact Shahid at 416-327-4758 for scheduling sessions for staff who have not had an opportunity to attend one.

So far, says Shahid, some 2,000 employees have taken a minimum two-hour session at about 50 locations around the province. "They've varied from 10 people in a boardroom to 300 people in a theatre venue." □

**The policy
requires the
OPS to be a
harassment-
and
discrimination-
free workplace.**

by Julia Naczynski

EMPLOYMENT EQUITY: FAIRNESS IN THE WORKPLACE

The goal of EE is to achieve a workforce in which Ontario's people are equitably represented.

Is employment equity still an issue at a time of downsizing, redeployment and financial restraint?

You bet it is. These initiatives indicate how important this issue is at MCSS and in the Ontario Public Service:

- ◆ As ministries had never been formally resourced for employment equity programming, Management

Board of Cabinet has approved an increase in funding to enable them to hire staff and to support the accelerated employment equity program.

As a result, the MCSS Employment Equity Office has been able to hire three new trainers, an additional program advisor and a data analyst.

- ◆ An Employment Systems Review

(ESR) will begin shortly. An ESR involves examining the ministry's management policies and practices and organizational culture to ensure there are no barriers facing designated groups.

A ministry ESR Task Force is responsible for conducting the review. OPSEU will appoint a representative to co-chair the task force with Andrea Walker, the director of Legal Services.



The Employment Equity Office staff includes data analyst Siva Sivasangaram, trainers Ather Shabar and Cecile Jacobs, manager Kathy Macpherson and trainer Kaye Leslie.

◆ The new Workplace Discrimination and Harassment Prevention (WDHP) policy has been implemented (see story on previous pages). Information sessions for MCSS employees have been held throughout the province.

◆ Advisory groups consisting of OPS employees who identify themselves as designated group members have been established. These groups assist and advise the Workforce Planning and Employment Equity Branch of Management Board Secretariat in the development, implementation, monitoring and evaluation of EE policies and programs. Employees from MCSS who are members of the designated groups are eligible to participate.

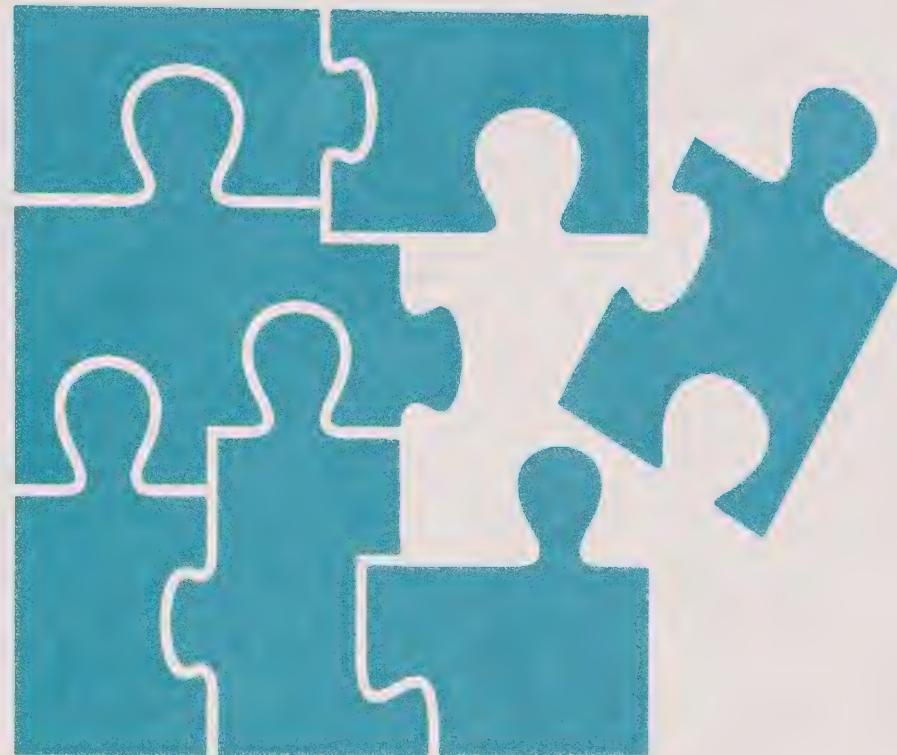
The goal of the EE program is to achieve a workforce in which the designated groups — aboriginal people, francophones, persons with disabilities, racial minorities and women — are equitably represented and participate fully in all occupations and at all levels in the ministry.

"Despite current issues such as surplus and downsizing, employment equity is still a priority," says Deputy Minister Rosemary Proctor.

"To those who say that the current economic climate is not a good time to implement equity, it might be said that there has never been a "good" or convenient time to implement employment equity."

"Nearly two-thirds of the Ontario population are designated group members," observes the deputy. "Employees who understand the needs of clients will deliver effective services to all Ontarians."

"In many people's minds, employment equity has become synonymous with the achievement of numerical goals," says Kathy Macpherson, manager of the ministry's Employment Equity Office. "In fact, employment equity is about



systemic change — change in values, culture and systems.

"A lot of progress can be made toward making equity happen even with limited hiring opportunities."

There are many myths and misperceptions about employment equity. "A lot of people think that people get hired only because they belong to a designated group, not

"A lot of progress can be made toward making equity happen even with limited hiring opportunities."

—Kathy Macpherson

because they're the best-qualified person for the job," says EE program advisor Rosemary Horvath.

If this were true, EE office staff note wryly, there wouldn't be a need for an employment equity program at all since the designated groups would be well represented at all levels in the ministry.

The three trainers — Cecile Jacobs, Ather Shabbar and Kaye Leslie — will help examine these and other myths in their workshops, which will be held at ministry offices throughout the province. These workshops are open to all staff, not just managers or those in a position to hire.

"Providing opportunities to explore the misconceptions that exist about Employment Equity, MCSS employees will gain an understanding of skills required to communicate effectively and identify and eliminate barriers that designated groups have traditionally faced," says trainer Ather Shabbar.

If you would like more information, or are interested in setting up or joining a network within the ministry, please call the Employment Equity Office.

Your MCSS Employment Equity Office is located on the 23rd floor, 2 Bloor Street West, Toronto M7A 1E9 (telephone 416-327-4816; fax 327-0561). Or, e-mail Kathy Macpherson, Rosemary Horvath or any of the trainers for more information. □

"Employment equity is about systemic change — change in values, culture and systems."

— EE manager
Kathy Macpherson

by Julia Naczynski

RACE RELATIONS IN THE JUSTICE SYSTEM

YO staff, among others, are being asked to give their views about racism in the justice system

Ontario's Commission on Systemic Racism in the Ontario Criminal Justice System is studying the treatment of racial minorities in the province's correctional facilities.

The commission — which was set up as part of a response to the justice inquiry led by Stephen Lewis last year — is to make recommendations this fall that will address the treatment of racial minorities in the justice system.

Because a major focus of the commission's work has to do with the treatment of youth in the adult and youth systems (both residential and non-residential), MCSS has a role to play in the inquiry.

From a broader context, Judi Richter-Jacobs from the Community Services Branch represents MCSS on an Interministerial Committee which is co-ordinating the government's response to all the Lewis recommendations in areas such as education, employment and

community involvement, as well as the criminal justice system.

As for the criminal justice inquiry itself, ministry staff are being encouraged to participate fully and openly in the inquiry process, as the ministry wants the commission to help identify any problems with racism in the young offender system and make recommendations on how to address these problems.

The ministry has appointed two corporate staffers to respond to any

questions staff may have about the inquiry. They are Paddy Colfer, a policy analyst with the Children's Services Branch (416-325-5321), and Brendon Stacey, who is with Program Co-ordination (416-325-5528). Contact them any time if you have questions about the commission. A package of information is also being made available to field staff.

A meeting was held in December with three of the commissioners (co-chairs David Cole and Margaret Gittens, and Sri-Guggan Sri-Skanda-Rajah) with the minister, deputy minister, and the directors of Community Services (Judi Richter-Jacobs) and Children's Services (Nicole Lafrenière-Davis), as well as OPSEU representatives. The commissioners indicated that their approach will focus on community consultation, employment equity issues and research on the young offender system. (Since then, they have visited the Ottawa Detention Centre to see a facility first-hand.) The commissioners also said they want ministry staff, clients, young offenders, families, union members and others to feel free to initiate direct contact with them at any time.

Reference was made at the meeting to the recent Child and Family Service Advocacy Office report about Syl Apps and the potential contribution that this project may make in identifying issues.

The commission can be contacted at 180 Dundas St. West, Suite #2005 in Toronto (416-327-6801). □



Julia Naczynski photo

Paddy Colfer and Brendon Stacey are the people that ministry staff can contact with any questions about the race commission.

LONG-TERM CARE: AN UPDATE

A continuum of services is the goal

Work is progressing on the reform of the long-term care health and social services system so that it meets the needs of seniors, their caregivers, adults with physical disabilities and those who need health and support services at home.

The Ministry of Health has the lead in this redirection with participation by the Ministry of Community and Social Services and the Ministry of Citizenship.

The goal is to provide a continuum of services, from wellness and health promotion to disease prevention to palliative care for the terminally ill. The continuum should offer the support services needed in people's own homes and communities, and address the requirements of residents in long-term care facilities.

The public consultation that accompanied study of these issues resulted in one of the most comprehensive consultation processes ever undertaken by government. Redirection proposals were discussed with some 75,000 long-term care consumers and providers at more than 3,000 meetings; separate consultations are being held with aboriginal organizations.

Some of the steps that are being taken include:

- * Existing agencies such as home care, placement co-ordination services and others will be brought together to create comprehensive multi-service

agencies ("one-stop shopping" access to services for consumers and their families).

* District health councils are being asked to restructure their long-term care planning sub-committees to ensure that they include representation by municipalities, social planning councils and service providers and consumers. This will place the emphasis where it belongs — on community-based services that will be locally planned and delivered.

* Funding has been announced that will expand integrated homemaker services to 17 home care program areas that have not had them before (\$133.5 million of the \$647.6 million redirection budget). This will make homemaker services — which assist frail elderly people and adults with disabilities with the everyday tasks of food shopping, housecleaning and meal preparation — more available across the province.

* The government is adopting a palliative care policy for Ontario (care for people with terminal illness). Beginning in 1993-4, the government will provide \$4.82 million for palliative volunteer visiting programs, for the education of more than 1,000 community-based service providers and for the establishment of 14 pain and symptom control teams. (This is being funded separately from the \$647.6 million redirection budget.)



Denyse Marion/Art & Facts

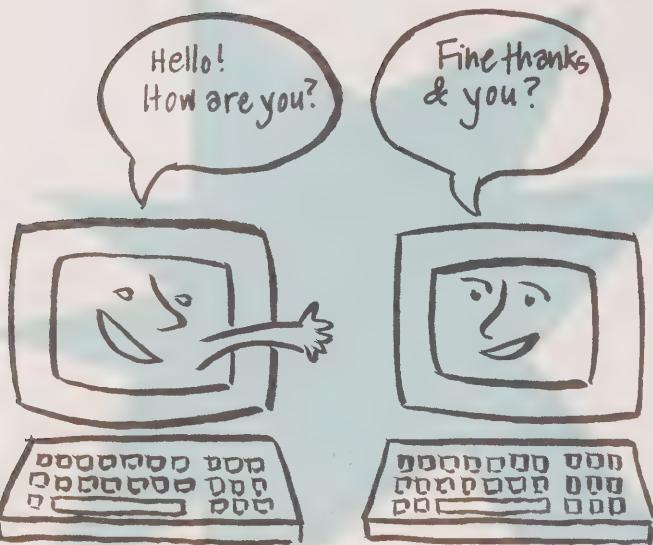
The Long-Term Care Statute Amendment (Bill 101) that affects long-term care passed second reading in the Legislature in November 1992 and, at this writing, was expected to receive clause-by-clause consideration by the Standing Committee on Social Development in early March. The committee continued public hearings during February in Toronto, Thunder Bay, Windsor, London, Sudbury, Ottawa and Kingston to ensure that interested parties have an opportunity for input. Third reading is expected to take place after the Legislature resumes sitting in April. The amendment of regulations will take longer and should occur within a month or so of third reading. □

— J.N.

MINDING YOUR PS AND QS ELECTRONICALLY

Tips to help you get your message across on e-mail

E-mail has become the most popular way for MCSS staff to communicate with each other. For many of us, it's as essential as the telephone and fax for getting in touch with



people. Here are some suggestions and tips for making good and wise use of the ministry's shared DEC network.

Above all, remember that electronic messages are instant, irretrievable, can be forwarded to others and may end up as a permanent record. There is no control over who reads mail printouts at the printer, either.

So, follow the golden rule: Think about what you have written before you send it. Edit if necessary. Consider other forms of communication.

MAKING A LIST, CHECKING IT TWICE

We all get e-mails which we read and wonder why it was sent to us. When creating an e-mail, think about who your audience is.

Keep your addressees (your "TO" list) and "CCs" (carbon copies) to a minimum. Ask recipients to copy others when it's appropriate (as in "Please share with your staff"). When deciding on the "TO" and "CC" list for your electronic mail, respect the chain of command. Ask yourself: "Who needs to know? Who usually writes to whom and who needs to share information?"

Who and when should you CC? Those who have been CCed should not be expected to take action, so use CCs for information purposes only.

Make up an electronic distribution list for groups of people who commonly communicate with each other. This will save you time because the list is stored for future use. It will also ensure that the address is correct and that you don't miss anyone in the group. But be sure to keep your distribution lists up to date, deleting people who move to other jobs and adding new people as they take on new duties.



BEFORE YOU START WRITING...

When creating a document or message, label the TITLE clearly. Try to make the name or title of your document unique. (At this moment, the *Dialogue* editor has three documents in her e-mail marked "Dialogue story;" each are completely different documents.)

A specific and unique title allows readers to scan folders faster, allows for word searches on the subject line and eliminates the need for renaming the document when filing. It also helps your reader decide on the priority of mail when documents are prefixed: "Urgent," "Action," "FYI" and "Subject". (Be sure not to use "Urgent" unless it really is urgent.)

To: All Users

Broadcasts, or sending a message to all the subscribers in one or more



locations
(including ministry-wide messages) should be used sparingly. These are commonly used to announce system shutdown times, new system features and system notices of an emergency nature. Other messages should be approved by your manager.

Each branch, office or unit should assign responsibility for the disbursement of non-systems-related messages to a specific individual, such as an executive assistant or administrative assistant. Operators should then direct all non-systems-related messages to that person.

THE NITTY-GRITTY: YOUR MESSAGE

When composing a message or document, don't try to cover too many bases in one go. Single-subject messages are best. They can be filed, retrieved or forwarded separately by sender or receiver; and, replies are easier to handle. Also, the subject line can be more meaningful or descriptive.

When attaching documents or mail to your mail message, ensure either that the attachment has no specialized codes embedded (for example, fonts or bin selection codes). On some computer screens, such as monochrome screens, underlined or bold-faced words show as almost-blank spaces and are unreadable. Either delete codes or make the addressees aware of the codes by including an explanation or instruction to edit or print.

Be sure the correct attachment is

appended by reading the unsent message before you send it. TIP: type NA (for "read next attachment") to immediately start reading the attachment itself; this bypasses the list of addressees.

Include the title of the attachment/s in the covering note so the addressees know what attachments to expect, or indicate the number of pages if possible. Don't make your readers work through endless attachments. Consider sending lengthy documents by paper mail, fax or courier.

HOW TO SAY IT

When you've finished composing a message or document that will be read by others, you should read it again and consider the tone of it as objectively as you can. Here are some tips for composing messages that will project a good image of you to your audience:

★ Refrain from typing your mail using the capital letters LOCK button. All-cap messages are hard to read, and convey the impression you are SHOUTING.

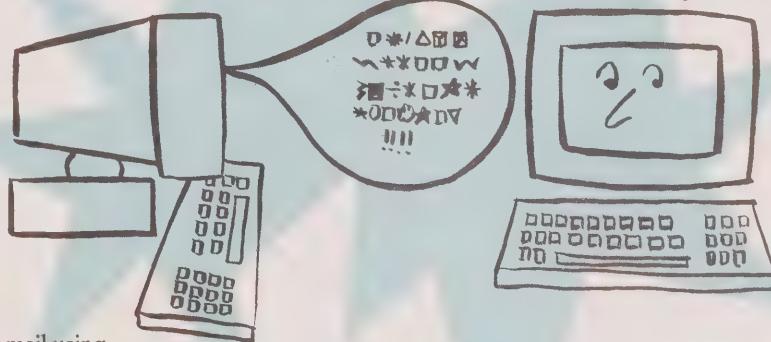
★ Be concise. Reading mail takes up valuable time. Try stating the objective in the first sentence of the message; this will keep you on target as you are composing, and tell the recipient what you are communicating about. ("I would like to confirm the agenda for our meeting next Wednesday and add two items to the list of topics to be discussed.")

★ Be courteous and don't forget your manners. Ask yourself will this wording offend the recipient? If you're angry when you compose a message,

file it and leave it UNSENT until you can cool off; read the message again and ask yourself how you would feel if you received that message.

★ Remember, e-mail is not the same as a telephone conversation. The recipient should not have to refer to the original message to understand your reply; include any relevant information. ("Brenda, I will not be able to attend the child care meeting we scheduled for March 17 at 3 p.m.")

★ Although it's fast, e-mail is not always the most effective way to communicate. Sometimes a personal visit, a telephone call or a meeting is more effective. □



Editor's Note: This article was adapted from an article prepared by Donna Ingram and Diane Issacs for the May 1992 issue of Look At US Now, the last issue of the newsletter produced by the User Services Unit of the former Information Systems and Applied Technology Division. Program Technology Branch has become part of the Long-Term Care Division's Management Support Unit, and MCSS network operations and support has become part of the Information Services Branch, Corporate Services Division.



LOOK WHO'S JOINED THE CLUB!

...the Quarter Century Club, that is

MCSS staff who joined the Ontario Public Service in Canada's centennial year marked the 25-year milestone in 1992. They are, in alphabetical order and place of residence:

N. L. Abrahams, Hamilton
W. J. Abramowich, Thunder Bay

Y. T. Babb, Brampton
J. C. Baylis, Chatham
B. A. Beath, Smiths Falls
I. J. Bedford, Woodstock

E. M. Berger, Peterborough
H. R. Bond, Lombardy
D. W. Buchanan, Smiths Falls
R. B. Bull, Weston
D. J. Bullard, Blenheim

B. J. Caldwell, Barrie
F. H. Campbell, Toronto
J. M. Carson,
Niagara Falls
M. T. Cebulski, London
D. K. Cheung,
Woodstock
A. R. Churchman,
Pickering
R. N. Clarke, Orillia
E. G. Clemens, Orillia
R. G. Clews, Barrie
D. T. Closs, Smiths Falls
R. E. Closs, Smiths Falls
M. E. Connell, Woodstock
W. H. Connolly, Barrie
T. A. Craighill, Harriston
J. G. Crawford, Smiths Falls
L. K. Crites, Addison
C. J. Corzier, Pembroke

R. M. Davidson, Toronto
D. R. Dayman, Orillia
R. K. Delph, Kingston
J. M. Delvoie, Woodstock
J. M. Demaeyer, Blenheim
C. J. Draper, Kenora

D. M. Eastwood, Agincourt
C. M. Edwards, Orillia
M. I. Edwards, Cobourg
R. F. Emery, Atwood
T. J. Enright, Willowdale

E. S. Ferguson, Athens
P. M. Ferguson, Lombardy
T. J. Fink, Woodstock

W. D. Frank, Mississauga
A. L. Freeman, Toronto

G. Garrington, Kingston
N. V. Genier, Orillia



Hamilton Area Office staff who joined the Quarter Century Club in 1992 included (left) Helmut Kosempel, being congratulated by Hamilton Area Manager Don Cornish, and fellow Clubbers Vic Lucas and Norm Abrahams. Service anniversaries were celebrated during Staff Appreciation Week.



Bob Nye photo

Jim Pride, area manager for the North East Area in North Bay, celebrated 25 years of service on August 1, 1992, and received a plaque marking his entry into the Quarter Century Club from North Regional Director John Rabeau.

J. A. Gerhard, Sudbury
V. A. Gibbons, Etobicoke
E. J. Gray, Palmerston
L. S. Hall, Orillia
D. J. Hamelin, Belle River
W. M. Hamer, Agincourt

R. J. Hedges, Woodstock
J. Henderson, Oakville
J. Hieminga, Oakville
M. E. Horning, Merrickville
K. N. Howard, Cobourg
E. A. Howie, Hamilton
A. M. Humphries, Newmarket



Janine Harn photo

Hamilton program supervisor Winston Campbell was among those feted for 25 years of service during the Hamilton Staff Appreciation Week.

J. A. Hurlbut, Orillia

G. S. Jackson, St. Catharines

M. R. James, Smiths Falls

E. E. Jamieson, Toronto

F. G. Jaques, Orillia

E. V. Keith, Barrie

R. J. Kelly, North Bay

A. J. Kerfoot, Smiths Falls

M. A. King, Blenheim

L. T. Kishino, Toronto

M. T. Klassen, London

G. Lalonde, Alfred

G. R. Landlois, Thunder Bay

M. J. Langlois, Amherstview

W. M. Larmon, Perth

J. Lawrie, Pickering

N. Leake, Harriston

S. M. Leigh, Orillia

P. N. Leppard, Gowanstown

R. H. Lloyd, Coldwater

F. C. Lobsinger, Listowel

L. Love, Rexdale

B. I. Lovering, Barrie

B. E. Luciani, London

P. Luening, Toronto

R. P. Mackenzie, King City

E. G. Maidment, Smiths Falls

F. Malvestuto, Weston

F. S. Mason, Downsview

E. Y. Maxwell, Scarborough

M. McDonnell, Toledo

P. J. McHugh, Orillia

D. R. McKeown, Kingston

G. C. McNaughton, Perth

B. R. Mills, London

A. H. Moore, Shanty Bay
S. L. Nagler, Hamilton
M. P. Needham, London
R. Nelson, Toronto
P. Noble, Sault Ste. Marie

L. M. O'Malley, Toronto
G. M. Oltrogge, Toronto

H. R. Parasol, Alliston
K. J. Pilon, Smiths Falls
R. A. Plaunt, Smiths Falls
J. M. Poch, Peterborough
R. Randell, St. Catharines
A. I. Rands, Toronto
A. B. Rankin, Orillia
M. A. Rankin, Orillia
W. G. Raynard, Listowel
E. C. Risch, Weston
B. M. Ruston, Listowel
E. M. Rutledge, Tillsonburg
P. R. Sallops, Orillia
C. G. Sargent, Midhurst
O. F. Schell, Gravenhurst
L. D. Sharpe, Orillia
G. L. Smith, Timmins
S. C. Smith, Smiths Falls
B. T. Sowieta, Orillia
I. M. Stacey, Smiths Falls
A. H. Stevens, Harriston
G. H. Stevens, Cochrane
U. Stillich, Mississauga
E. L. Tanada, Weston
F. M. Taylor, Hamilton
G. A. Thompson, Orillia

Mac Sugimoto photo



◀ **Peter Noble, regional manager of planning and support in the Sault Ste. Marie Regional Office, marked his 25th anniversary with the OPS as of July 4, 1992 and received his Quarter Century Club plaque from Regional Director John Rabeau.**

P. J. Thompson, Don Mills
R. G. Thompson, Lucan
D. Toering, London
J. N. Trumbull, Oakwood
G. K. Turner, Elmvale
J. A. Upper, Kingston
J. Villazor, Scarborough
B. J. Wanamaker, Orillia
G. L. Watson, Gravenhurst
S. A. Watson, Cobourg
D. L. Welch, Scarborough
N. A. Winegarden, Smiths Falls
M. A. Woods, Cobourg
J. A. Yost, Clifford
G. R. Young, Orillia
S. R. Young, Willowdale
G. P. Ziegler, Woodstock



Brian Pickell photo

Queen's Park and head office Quarter Century Club inductees received their plaques and pins in December from then-Deputy Minister Charles Pascal and Minister Marion Boyd. They were: (front row:) Vic Churchman, Lloyd Kishino, David Welch and Bernice Lovering; (standing) Ron Bull, Ruth Davidson, Tom Enright and Jan Hieminga, standing next to Charles Pascal and Marion Boyd, Eden Tanada, Pauline Luening and Jim Lawrie.



Story and photos by Pat Camilleri

VOLUNTEERS WHO PROVIDE “ADDED VALUE” TO THE CUSTODY EXPERIENCE

Arrell Youth Centre in Hamilton is one facility with a wide range of volunteers in the community. Their contribution of time, commitment and effort plays an intricate part in the day-to-day operations at Arrell and makes for a better environment for both staff and residents.

The Elizabeth Fry Society of Hamilton-Wentworth, for example, has been involved with Arrell for eight years. Their volunteers contribute weekly programs of arts and crafts, parties, cooking classes and sports.

The East Hamilton Optimist Club is so much involved in Arrell that the secure custody residence at the facility is named Optimist House. The club has brought many interesting activities

both within the locked setting and in the community, especially those having to do with drug awareness and education with youths in community schools. The volunteers continue to bring exciting and personal commitment to our youths as well as smiles to many young faces at Arrell, and have done so for the past three years.

Another group of volunteers are the residents of Participation House, which is a group residence for people with physical disabilities in Hamilton.

And some members of the Hamilton Tiger-Cat football team have been known to visit Arrell on a regular basis to provide a role model for the young people at the facility.

A local artist, Ken Bates, is the

longest-standing volunteer at Arrell and a past volunteer of the year. For the past eight years, Ken has brought his drawing skills to Arrell and has been passing on his skills and inspiration to budding young artists.

The volunteer of the year in 1992 was Colin Burnette, who has provided a weekly woodworking program for young offenders at the facility, as well as assistance to the spiritual program on Sundays.

Arrell honours its volunteers and staff at least once a year with a banquet. This is a staff-organized event which is now held in the gymnasium of the facility. Besides the dinner, recognition awards are presented to the organizations and individuals who have contributed to the activities at Arrell. For example, Participation House was presented with two awards at last year's banquet — one for the agency for their ongoing association with Arrell and the other to their residents who volunteer for our youth.

The volunteer banquet night is also an opportunity for the volunteers to be brought “up to speed” on the advances being made in the area of young offender treatment. At last year's banquet, held in September, the young offender project manager in Operational Co-ordination, Brendon Stacey, discussed some of the work being done in the field of young offender program research and high-risk youth. And Warren Berger, the superintendent of operations with the

continued on the next page



Arrell staffer Barb Biros, centre, with Participation House volunteers Elizabeth and Barry Corkum and the plaque presented to Participation House for its volunteers' contribution.



Mingling with volunteers on banquet night are Arrell program co-ordinator Ken Murray (left), Arrell program manager Pat Schleff on the other side of the table, and, next to her, Mike Cillis, the Hamilton Area Office community programs manager.

continued from the previous page

Haldimand-Norfolk police department, provided a detailed overview of the importance of volunteering as well as some succinct and appropriate motivational messages to our young people.

Of course, the young people at Arrell participate in this opportunity to

thank the volunteers and staff themselves; at last year's volunteer banquet, they provided an entertaining skit which featured a day in the life of a young person at Arrell. They had great fun in role-playing staff/youth interaction from nurturing to disciplining and the various routines which make up secure care lifestyles.



Longest-standing volunteer
Ken Bates contributes his time and artistic talents to Arrell's young people.

Arrell's fine volunteer program is coordinated by staffers Ang Mosca, Father Mike McCugh and Helmut Seele. □

*Pat Camilleri
Youth Services Officer
Arrell Youth Centre
Hamilton*

MORE FAMILY BENEFITS OFFICES

The number of Family Benefits offices in Toronto has doubled from four to eight.

An initiative to hire 450 more staff in the ministry included funds for accommodations.

All eight offices in Toronto are affected by the change and many of the 71,000 clients could be reporting to

different offices and/or different workers. A cheque insert notice was placed in the February benefit cheques.

The four new Family Benefits offices are at 1500 Royal York Road, Etobicoke (760-2400); 47 Sheppard Avenue East, North York (314-6514); 815 Danforth Avenue, Toronto (314-5700); and

710 Progress Avenue, Scarborough (314-5000).

All the offices are wheelchair-accessible and the 252 Parliament Street office offers French-language service.

Clients are assigned to offices according to the postal code in which they live. □

GWA To BE PAID BY PROVINCE

An important step is being taken toward the process of disentanglement with the announcement that the province has reached an agreement with the Ontario Municipal Association to take over the costs of General Welfare Assistance allowances as of January 1, 1994.

Administration will be unchanged;

people who receive GWA will continue to receive services from the same staff as before.

In return for GWA — municipalities paid 20 per cent of the cost of GWA allowance — responsibility for road maintenance and property assessment services will fall to municipalities. Unconditional grants to municipalities will also be reduced.

With the province taking on the \$340 million in municipal welfare costs, the provincial social assistance budget will come to \$6.5 billion.

By picking up the municipalities' share of 20 per cent, the province will be paying 70 per cent of the total costs of social assistance and the federal government 30 per cent. □

Story & photos by Joan Eastman Fortin

SOUTHWESTERN'S DIETARY TEAM FEEDS THEM WELL

In our field of professionalism, stories are usually written about great accomplishments. This is no exception. Personally, I'd have to pop 2,600 frozen dinners into a giant microwave to feed 505 people a day.

Fortunately, Southwestern Regional Centre is blessed with a dietary team of culinary experts.

We are witnessing the first generation of people with developmental disabilities to outlive their parents. A proper diet must certainly be one of the reasons.

An ingenious three-week menu cycle is carefully planned by a nutritionist. The diners themselves have a say, too. As part of the Dietary Quality Assurance program, visits at mealtimes disclose the opinions of both residents and staff.

In addition to a \$1-million budget, keeping the cupboards stocked requires extensive planning. For example, it takes

about four days just to properly thaw the meat for one meal.

Computers ease the complicated tasks of menu planning with 95 special diets to take into account, as well as staffing arrangements and ordering daily and weekly supplies. The staff in Stores lend their very valuable assistance.

Attempts at trimming the grocery

bill are successful by purchasing in bulk or in large containers. Pouring juice from a large can rather than serving individual juice containers saved more than \$7,000 last year.

Dietary manager Lew Cole is also a consultant at the Oxford Regional Centre in Woodstock; he has arranged to consolidate some purchases for further savings.

While daily shipments of fresh foods are necessary, the farm program for our residents has enabled the centre to grow its own vegetables. A bumper crop translates into a harvest of savings.

Saving through the 3 Rs is also a special effort. Recycling cans and boxes and the installation of garburetors has decreased garbage to the landfill by 15 large bags a day. All wet wastes pass directly through the sewage system.

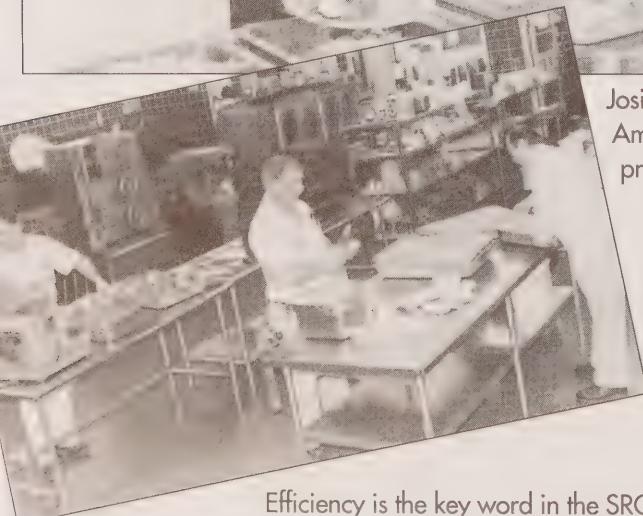
Although our humble and camera-shy Dietary staff retreat in panic when a photographer is near, they are proud of the work they do seven days a week from 5:30 a.m. to 6:30 p.m. There is no such thing as "down time." In fact, their workload increases at holiday times with extra catering.

While academic accreditation is required for positions such as cook, dietitian, nutritionist and food distribution, a number of Dietary staff have taken the initiative to upgrade their expertise in sanitation training and food preparation.

continued on page 33



Josie Van Gassen and Amanda Vlaminck prepare food trays.



Efficiency is the key word in the SRC kitchen, where George Paling, Karl Leach and Jans Weisshaar begin lunchtime preparations.

YOUNG OFFENDERS AS CONSUMERS

How do probation officers know if probation or custody did a young offender any good?

In Sault Ste. Marie, they just came right out and asked.

MCSS Probation Services, the Algoma Community Support Team and the Sault Ste. Marie Observation and Detention Home joined forces to plan and implement a consumer feedback session with 15 former consumers of Phase I (12- to 15-year-old) young offender services. The planning committee included probation officer Zoltan Kovacs, CST worker Pam Richardson and O/D home shift supervisor Karen Sunila-Thomson.

Probation officers contacted a cross-section of male and female youth who had completed a Phase I disposition in the past year or so, and had 15 young people agree to attend the afternoon session.

The gathering was divided into three smaller groups which were each facilitated by a front-line worker and a supervisor. Each group was asked for their feedback on several questions:

* What did you learn while on probation or in custody/detention?

* Did you think about the effect of the crime/s you committed on the victim/s?

* Why do you think some kids get into trouble again? What has helped

you to stay out of trouble?

* If you were a probation/correction officer, or a community support team worker, what would you do to help kids that have gotten into trouble with the law?

Here's a summary of the feedback from the young offenders:

* Most said probation was not a deterrent but some said probation offered the structure they needed. Some said custody was "a safe place" to be, while others felt it was too easy. Their recommendation: short, sharp sentences for first-time offenders.

* Whether in custody, on probation or with CST, the interaction with YO staff was very important, the youth said. They felt they needed help, but could not indicate what "help" they needed or what "help" was. Many felt community service orders (CSOs) were not much of a deterrent and most did not view CSO as a learning experience and felt they had to perform minimal jobs.

* The youth did not show a great deal of victim empathy. There was a distinct difference between stealing from a store (no victim) and from a home (victim).

* The youth said they got in trouble for various reasons: boredom, lack of funds, the addictive "rush" and sense of adventure. Peer pressure and/or alcohol was apparently not a contributing factor. The youth said that when they became goal-oriented

(such as not wanting to hurt their families) or focused on the future, they were able to stay out of trouble.

* The youth said they received lots of help — in some cases, more than they expected — but not always the support they needed from their families. Youth felt that remands were too long and lose their impact — that they should be punished right away.

* Their suggestions to YO staff: listen to the young person and share your own life experiences and mistakes; meet away from the office in a more relaxed setting; set more realistic conditions such as curfews; have trust and respect; be fair.

The general message was for the system to listen, talk, understand and punish.

The total cost of this effort was \$60, which covered a lunch of pizza and soft drinks. Prizes were donated by local businesses such as grocery stores, bowling lanes, a submarine shop and insurance companies, to thank the youths who participated.

Probation officer Zoltan Kovacs, one of those to spearhead the program, said another will be held before the end of June, this time to solicit feedback from parents of young offenders.

If you would like more information about this consumer feedback session, contact Beth Anich in Sault Ste. Marie probation (705-949-8052). □ —J.N.

continued from page 32

Manager Lew loves his work and jokes, "I felt I'd never go hungry as long as I'm in the food business."

Assistant manager Mary Dawson also enjoys her work. "It's busy and never the same each day. Things always happen, like emergencies when there's a food item we need or we're short-staffed. And preparing to cater for special events is fun."

Mary and Lew agree that their efficient Dietary team is very dedicated. "Our success depends on the excellent co-operation of other departments, and we thank them for that." □

Joan Eastman was married to John Fortin last year and has left SRC to live in Papua New Guinea, where she is learning new culinary skills with foods such as banana, coconut and papaya.



Sylvia Weaver stacks clean coffee cups for the next meal.

Photos by Doug Winter, Project D.A.R.E.

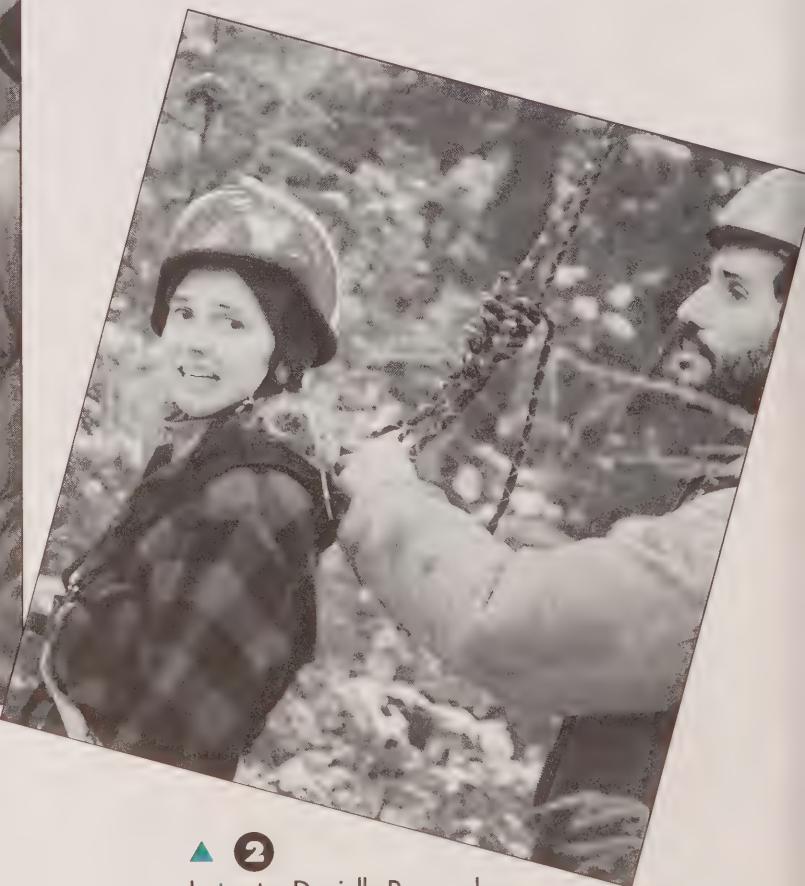
THOSE HIGH-FLYING STAFFERS AT PROJECT D.A.R.E.

It's "Do as I do" for staff as they develop their expertise and leadership abilities on the same outdoor challenges that their young offender clients use



▲ 1

Instructor Sally Briggs is even smiling as she is connected to the ropes that will take her on the "High Vee" ropes exercise 30 feet above the forest floor near Algonquin Park.



▲ 2

Instructor Danielle Perron shows some last-minute anxiety as she is tied off to the High Vee ropes by Rick Taite, an associate trainer with the Canadian Outward Bound Wilderness School.



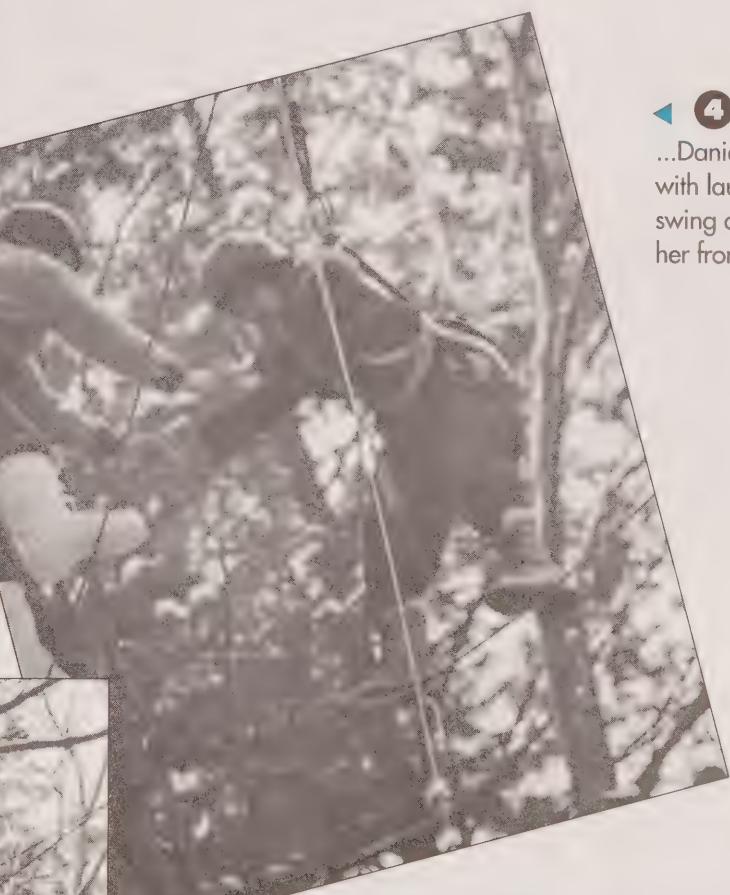
▲ 3

A high-wire waltz? Sally and Danielle support each other as they inch cautiously along the length of the ropes to reach the opposite side...



▲ 5

Moving along the length of the "course" becomes easier with practice as the participants become more comfortable exercising mutual, bilateral trust.



▲ 4

...Danielle relieves the fear with laughter as the ropes swing apart and separate her from Sally.

PROJECT D.A.R.E. is a ministry-operated facility for young offenders and other "at risk" youth, located in South River with facilities near Algonquin Park. It offers outdoor adventure programs aimed at increasing self-esteem, confidence and a sense of responsibility through physical challenges such as canoeing, kayaking, camping and high-rope exercises such as the High Vee shown here.

WHERE IS THISTLETON?

If the photos and place-names for Thistletown Regional Centre in the Winter 1992 issue of Dialogue confused (or amused) you, here's the official word: Thistletown is spread out over Etobicoke (Rexdale Campus) and Oakville (Syl Apps Campus), not to mention the various programs and classes that are held elsewhere in Metro Toronto. The page 6 photo and the page 22 photo should have said Etobicoke.

by Doug Hill

WORKING TOGETHER WORKS

First Nations, municipal and ministry staff work together to develop training programs for employment staff

The Employment Training Steering Committee has been in place since November 1991. A joint undertaking of the Ministry of Community and Social Services and the Ontario Municipal Social Services Association (OMSSA), the committee is co-chaired by Allana Shore (MCSS) and Pauline Lewis (OMSSA). The project co-ordinator is Chris Armstrong, who works out of the OMSSA office in Mississauga.

The mandate of the committee is twofold:

- short-term goals: to develop and deliver a series of training workshops to all employment staff;
- longer-term goals: to develop a comprehensive training program consisting of a variety of modules for all employment staff.

To date the project has offered two training workshops entitled "Myths and Messages of Unemployment" and "Are

You Telling or Selling?" More than 600 participants attended the two training sessions. Workshops were offered in nine sites across the province, which maximized the number of staff who could attend.

A needs analysis identified five training areas common to First Nations, municipal and ministry VRS employment staff. A sixth area was identified as distinct to VRS staff and others may follow.

Under the leadership of Chris Armstrong, six working groups have been established to determine and develop the content of six training modules: assessment; counselling/intervention; marketing; community resources; multicultural delivery; and vocational impact of disabilities (distinct to VRS).

These working groups are targeted to complete their tasks and submit draft training modules to the steering committee in the fall.

These training initiatives have enabled employment staff in a variety of settings to develop and increase their community network. Staff have had new opportunities to hone and develop skills. Staff involved in these training opportunities feel it is important during our present economic environment to adapt, and to have a comprehensive training strategy to support the Employment Training Project. Staff are working towards this and perhaps most importantly have demonstrated that... "working together works." □

Doug Hill is a VRS counsellor in New Liskeard.



The marketing working group is one of six working groups of the Employment Training Project that is developing training modules for employment staff. The members are drawn from municipal staffers, MCSS VRS staff and representatives of First Nations. The marketing group is: seated, Joanne Martin of VRS Downsview, Thunder Bay job developer Lynn Kislock, Algoma District job placement co-ordinator Elaine Switzman; standing, Ottawa-Carleton job developer Barrie Fuller, Metro Toronto job developer Judith Kaufman, Cornwall program supervisor Glen Grant, project co-ordinator Chris Armstrong and Cobourg employment support worker Christine Walsh.

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